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ABSTRACT

This study was conducted to obtain information about volunteers' preferences for various recognition techniques. A survey of volunteers in 13 cultural arts, non-profit agencies located within the Minneapolis/St. Paul (Minnesota) area was taken during August and September, 1981. Of 212 questionnaires returned, 207 (approximately 72 percent of the sample) were tabulated for results. The volunteers were asked to rate 16 recognition techniques in terms of how meaningul it would be to them personally to receive that type of recognition for their volunteer work. They were also asked to indicate the importance of 12 techniques that an employer might use to recognize the volunteer work of employees. Additionally, demographic information provided by the respondents was used to test relationships for recognition. Of the respondents, the majority were women between the ages of 31 and 45; about one-half were college graduates; and 63 percent worked outside the home. Two items were rated "very meaningful" by more than 50 percent of the respondents: receiving a discount on memberships, tickets, or gift items; and receiving additional volunteer job training; organized sports events was the only item rated "not meaningful" by more than half of the volunteers. Four items also rated "very meaningful" were personal development training; luncheon with other volunteers; employee privileges; and volunteer job enhancement. These six techniques were further analyzed with cross-tabulations and Chi square tests to correlate recognition techniques with personal characteristics of the volunteers. (KC)

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A Study of Volunteer Preference for Recognition Techniques Used by Agencies and Employers

A Plan B Paper

Submitted to the Faculty of the Graduate School

of the University of Minnesota

by

Penny S. Ream

In Partial Fulfillment of the Requirements

for the Degree of

Master of Arts

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I hope that the results of this study will be used to enhance volunteer programs, and to provide the recognition of which so many hard-working volunteers are worthy.

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CHAPTER ONE

INTRODUCTION

Background of the Problem

Comparable to a director of personnel for paid staff, the director of a volunteer program can be responsible for a multi-faceted program. Such a program may account for all the functions of recruiting, interviewing, promoting, training, and retaining personnel. This last function involves salary and employee benefits for the paid staff; for the volunteer, it includes recognition.

It is useful to distinguish between two types of recognition for volunteers. One type, informal recognition, is the on-going, daily acknowledgement of the volunteer and his/her efforts. Simply, this is the daily greeting and thanks that the staff person gives to the volunteer for the day's work. Recognition of this type is of a person, and may not be recognition of a person specifically in the role of a volunteer.

However, the area of formal recognition is the focus of this paper. Formal recognition, which is based upon the number of hours and/or years a volunteer has worked with the agency, will be defined, for purposes of this study, as a structured and specific system or program. Such programs allow for various types of recognition. Often recognition involves pins or certificates presented at an awards banquet. Recently, some agencies have added training seminars as a reward for

volunteer efforts (Fairview-Southdale Hospital, 1980). One unusual recognition technique used by the Minnesota Zoological Gardens is granting a volunteer the exclusive staff privilege of feeding the whales (White, 1981).

Problem of the Study

In a review of the literature on the recognition of volunteers, there was little to be found pertaining to the most effective ways of providing recognition. Most authorities (Wilson, Richards, Naylor) emphasize the importance of recognizing the efforts of volunteers, but few have concrete suggestions on how to develop a program of formal recognition or on what techniques are most effective. Basically, it seems that directors of volunteers have been primarily using intuition in determining how to build a recognition program and what to include in it. From conversations with volunteer directors, the usual response to the question "What needs to be included?" is "different things appeal to different people." While this may be true, it does not provide a sound basis for development of a volunteer recognition program.

Thus, in thinking about this issue, the following questions came to mind: How important is recognition to a volunteer? Is formal recognition necessary or is informal recognition sufficient? Will a person continue to volunteer if he/she does not receive any recognition?

The issues became more specific: Are award certificates or pins meaningful to a volunteer as a recognition item? Do older volunteers prefer social events as a form of recognition? Does one's preference for recognition vary according to how much volunteering is done? Is there a difference in preferences between the sexes? In terms of

employed volunteers, do employees want recognition for their volunteer work from their employer? If so, what types of recognition are important for the employer to give?

Purpose of the Study

Three general questions were identified while formulating the research topic. The purpose of the study evolved to seeking information about the following questions:

1. What are the preferred types of recognition for volunteers?
2. Are patterns of preference associated with certain characteristics of the volunteers?
3. What types of recognition for their volunteer work would volunteers like to receive from their employer?

Methodology

Because the arena of volunteerism covers a broad spectrum of society, it was necessary to limit the volunteer population to be surveyed. First, the population sample was narrowed to the Twin Cities (Minnesota) area. Second, non-profit, cultural arts agencies were selected as they reflect the concerns of the agency by whom the researcher is employed. A ten percent sample was selected from each of the 13 cooperating agencies according to these criteria: the volunteer must be at least 18 years of age, and be on the current mailing list of one of the participating agencies.

A self-administered questionnaire was developed as the research tool. The questionnaire was used to collect three kinds of data. First, selected personal characteristics of the respondents were identified. Second, respondents were asked to evaluate 16 general types of

recognition techniques. The techniques were identified from a search of the literature, from lists provided by various volunteer programs, and from conversations with volunteer directors. The techniques were grouped within four central classifications: personal; social; developmental; and employee privileges. Third, volunteers were asked to indicate what would be important to be included in a corporate volunteer recognition program.

The questionnaire was mailed to the random sample (N = 296), with a follow-up reminder postcard sent one week later.

Results of the survey were analyzed by computer using the Statistical Package for the Social Sciences at the University of Minnesota. Frequencies were tabulated for each item. Chi square tests were made to test the association between certain personal characteristics and the degree of meaningfulness of selected recognition items.

Significance for Practice and Theory

The information gathered by this study could be used by directors of volunteer programs to aid in recruiting and in retaining volunteers, by agencies providing community-wide support for volunteer services (e.g. voluntary action centers), by administrators in the field of corporate volunteerism, and by researchers in the field of volunteerism.

The director of a volunteer program can use this study to plan for recruitment and retention of volunteers. As more agencies have a need for more volunteer services, the competition to attract volunteers will become stronger. Therefore, the director of a volunteer program needs to plan a type of program that will most appeal to the type of volunteer that is being recruited.

Administrators of voluntary action centers provide resource materials and support to volunteer directors and agencies needing volunteer services. In this capacity, they are in a unique position of being able to offer workshops on various aspects of volunteer program management. Certainly, data from this study would be relevant in sessions on recruitment, retention, recognition, and on the importance of assessment of agency volunteers.

The field of corporate volunteerism is relatively new. Administrators are looking for ways to encourage employees to become involved with their communities as volunteers. Some forms of recognition may be used as a motivator with employees to encourage them to volunteer. In addition, the data from this study could suggest effective ways to budget a corporate volunteer program.

This study represents a first step in needed research in the area of recognition. The results of this survey will, hopefully, suggest new hypotheses to test. But there are many more questions than this study was able to undertake. A question that needs to be addressed is how critical, whether formal or informal, recognition is to the continuance of a person's volunteer work. It pulls in issues of motivation, which also needs to be researched. The purpose, then, of this research would be to gather data that can be used in building volunteer programs that can provide satisfying rewards for the volunteer.

Organization of the Paper

This chapter has included a general overview of the study, specific discussion of the problem and methodology used in the research. A review of the literature relating to volunteerism, recognition techniques for volunteers, and corporate volunteerism as a new trend in

the private sector will be included in Chapter Two. Chapter Three describes the development and design of the research, including the selection of the sample population, design of the questionnaire, the data collection process, analysis of the data, and limitations of the study. The research findings are detailed and discussed in Chapter Four. A summary and implications of the findings for use and for further research are contained in Chapter Five.

CHAPTER TWO

REVIEW OF THE LITERATURE

Introduction

There is a great deal of information on the field of volunteerism. This is particularly true for the areas of training and recruitment of volunteers. However, there is very limited theory and even less research on the recognition of volunteers. Thus, the first part of this literature review will concentrate on a profile of the volunteer force. The recognition aspect is being approached by using literature on the motivation of volunteers.

The second part of this chapter will review the literature on corporate volunteerism as an aspect of corporate social responsibility. Again, the literature on recognition of volunteers is limited.

In the literature review, several sources were used including two computer searches through the Education Resource Information Center (ERIC) and the libraries of the Minnesota Office on Volunteer Services and of the Minneapolis Voluntary Action Center. The Twin Cities Corporate Volunteerism Council was also a source of materials and information.

The Volunteer Force

The volunteer movement is a large enterprise in the United States today. Two recent national polls show that a high percentage of Americans volunteer. The State of the Cities, a nationwide survey of

urban residents done in 1978 for the National League of Cities, showed that approximately 60 percent of urban residents were willing to volunteer their help in solving city and neighborhood problems (G.O.V.S., 1981).

A 1980 Gallup poll surveyed, not just willingness to volunteer, but the actual level of volunteer activity. Over 31 percent of the respondents said that they volunteered for some organization in 1980. If informal types of volunteer work (that is, non-organizational involvment, such as aiding elderly neighbors or helping with community clean-up campaigns) were counted, that percentage would increase to 52 percent of the respondents. Nine percent of the respondents volunteer, on an average, eight or more hours per week. The demographic information from the survey showed that the following groups are more likely to volunteer: people from the upper socio-economic level; women; the employed; the college-educated; and suburban and rural residents (Independent Sector, 1981).

The resource pool of volunteers is immense, according to the above data. In addition, the utilization of volunteers is increasing. For instance, within the state of Colorado from 1970 to 1974, 26 counties established volunteer programs for the state department of welfare (Wilson, 1976, p. 18). The same type of increase can be seen within the juvenile court system where, on a national basis, the number of courts using the services of volunteers increased from four (in number) in 1961 to over 70 percent (the exact number is not available) of all juvenile courts in the country by 1976 (Wilson, 1976, p.19).

In addition to this demand for volunteers, there has been discussion in the literature concerning the new look of the volunteer

today. Traditionally, the volunteer has been the affluent, suburban housewife who had daytime hours available for volunteering (Richards, 1979, p.11). As more and more women have returned to the workforce, the number of women available to volunteer during daytime hours has diminished. Moreover, the women's movement has encouraged women to evaluate the type of volunteer work they have been doing. As a result more women are asking for volunteer work that is challenging, growth-oriented and which they may be able to use for career or academic credit (Richards, 1979).

Consequently, a volunteer administrator needs to be aware of this change and be able to allow for it within the volunteer program. Today's volunteers are often working people; thus, their needs are for more flexible volunteer hours, for jobs that provide a challenge or perhaps that require skills that may not be used in the paid job, and for an efficient volunteer system. When people use part of their limited leisure time in volunteer service, they expect their time and energy to be used in worthwhile endeavors and in effective ways (Richards, 1979).

A Personnel Function

In developing the volunteer program, the director of volunteers should consider the volunteers as a resource, a part of the agency's workforce, unpaid though they may be. This approach is supported by Hedrick who suggests,

> An organized plan is as essential in working with volunteers as with staff. Job planning, recruitment, application, placement, orientation, organizing training, evaluation, and explicit policies and recordkeeping should all be considered part of the volunteer program (1979, p.25).

Considering these points, it is logical to treat the volunteer program as a function of personnel and training and development.

For both a personnel director and a volunteer director, recruitment and retention are two important components of their respective programs. Recruitment is important because the function of both professionals is to find capable, competent people to fill needed jobs within the company or agency (Miner & Miner, 1973; Wilson, 1976). Retention is important because it is a financial expense to replace employees (Miner & Miner, 1973). This is also true with volunteers, for it requires staff time to recruit, interview, and train new volunteers (Richards, 1979).

Research done in the area of employee retention has provided findings that recognition programs have a significant effect on recruiting and retaining employees (Mathis, 1981; Smith, 1981). It seems reasonable to believe that the correlation would be the same for volunteers.

Informal and Formal Recognition

In terms of volunteer programs, recognition can be classified into two types, informal and formal. The Minnesota Office on Volunteer Services--formerly the Governor's Office of Volunteer Services--defines informal recognition as the "day-to-day types of recognition that are on-going, and include thanking, complimenting, and encouraging your volunteers each day" (See Appendix E). This definition shows that informal recognition is not limited to recognition of volunteer work, but is as much appreciation of the volunteer as a person, not necessarily in the role of a volunteer. Informal recognition is believed to satisfy intrinsic needs (i. e., internal, self-motivating needs) more

than does formal recognition (Gidron, 1978; Hedrick, 1979).

Formal recognition programs are organized systems of giving recognition for volunteer work, usually based on the number of hours or the number of years of service that a person has volunteered (Smith, 1981). Recognition usually takes the form of some visible token, such as providing a pin or certificate of recognition or a social luncheon for all volunteers (Mathis, 1981). Samples of suggested recognition techniques, which can be found in Appendix E, include examples from the Cooperative Extension Service, the Minnesota Department of Public Welfare, and the Minnesota Office on Volunteer Services.

Formal recognition is the form of recognition that can be most planned and monitored by the director of the volunteer program. The director cannot always be certain that the staff people with whom the volunteer is working have given that daily, on-going informal recognition to the volunteer. A formal system of recognition can be better monitored (Hedrick, 1979; Mathis, 1981).

Recognition and Motivation

Motivation and recognition are closely related (Wilson, 1976). Motivations provide the stimulations which cause people to act or to think as they do (American Heritage Dictionary, 1976; Wilson, 1976). While motivation is intrinsic to the person and, therefore, difficult to determine, it can be externally reinforced (Boggs, 1976, p.7). In this respect, formal recognition programs can, if developed appropriately, provide a means of satisfying the intrinsic needs of volunteers and motivating them. According to Gidron, appropriate rewards can provide not only a motivation to begin volunteer work, but can also serve as a motivator to continue to volunteer (1978).

People give various reasons for volunteering. The 1980 Gallup Poll on volunteering found that the five main reasons for volunteering were: doing something useful; having an interest in the activity; feeling needed; having a friend or relative who was involved in the activity or who would benefit from it; and serving religious concerns (Independent Sector, 1981).

A 1978 study of 200 4-H leaders in Minnesota also revealed a variety of reasons for volunteering. The study assessed the given reasons in terms of personal needs. It found that 84 percent of the respondents were motivated by affiliation type needs. Achievement needs motivated 12 percent and power needs motivated 4 percent of the respondents (Gamon).

The task for the volunteer director is to determine the motivations of the volunteers. Wilson points out that the problem has been that directors assume all methods of recognition are equally meaningful to all volunteers. She further contends that an effort has to be made to individualize the recognition in order to meet the person's intrinsic needs and motivations (1976).

Corporate Volunteerism

A Social Responsiblity

For many years corporations have acknowledged a responsiblity to the community in which they are located and/or in which they do business. The encouragement of volunteer efforts of employees is one way by which corporations fulfill their desire to be a part of the community (Brown, 1980).

The roots of the corporate volunteer movement were formed during the early years of the nation. In 1780 a group of Philadelphia (Pennsylvania) citizens, volunteering their services, worked together

to establish the first organized bank, a step which separated the republic from European dependence. Later, labor organizations started "benevolent societies" aiding the ill, widowed, and orphaned. In 1865, coal miners volunteered to dig coal without pay to provide free coal to the poor (Allen, 1979).

Thus, was born a pattern of service to the community. As it developed over the years, the executives became the corporate representatives who performed the community work, often serving in advisory capacities to non-profit agencies (Morton, 1980; Brown, 1980).

However, the tumultuous 1960s were the impetus for the change to a more active involvement by a business in its community. John D. Rockefeller, III, was a spokesman for this new wave of action when he stated:

> The business community and the third sector [i.e., the not-for-profit, voluntary section of society] are rooted in common ground, the preservation and strengthening of individual initiative and private enterprise. To me, there is no question that the future of the third sector and of American business is inseparable (Allen, 1979, p.5).

Business managment is conscious of the impact business has on all aspects of the community--the social, environmental and economic. Injecting dollars through corporate philanthropy is not considered enough anymore (Brown, 1980). Action is needed to insure that the corporate dollars are used as effectively as possible. Therefore, the corporate community has made a deeper commitment to the social responsibilities, realizing, in turn, that the condition of the community also has a major impact on the business sector (Allen, 1979). Archie R. Boe, chairman of the board for Allstate Insurance Company, made the point clearly:

> Corporate responsibility is more than a social obligation or a luxury that business can or cannot afford. It is a necessary commitment in our own interest. Contributions alone will no

> longer suffice. Corporations will have to exert their influence and their people must become personally involved (Allen, 1979, p.15; Brown, 1980, p.12).

Thus, the corporate social responsibility is seen as both a commitment to the community and as a means of bringing many benefits to business. Among these benefits are: community goodwill; stronger social and economic systems; a lessening of government regulation; an ability to attract better managerial personnel; and employee job satisfaction (Allen, 2979).

Employee Job Satisfaction

This benefit brings together the areas of corporate social responsibility and corporate volunteerism. As corporate social responsibility has taken on broader implications, management has begun to see the importance of involving employees in their own communities (Allen, 1979).

Corporations assume that increased corporate and employee involvement with the community will increase employee job satisfaction. A study done by Hunter showed that over 70 percent of corporate executives surveyed rated job satisfaction among employees as an expected benefit of community involvement (Allen, 1979).

Maslow has theorized that as the basic human needs are met, people reach to higher planes of development culminating in self-actualization (Wilson, 1976). Wage and living conditions have made it possible for employees to look beyond satisfying only the physical and safety needs in their lives. Thus, it is posited that employees can look to satisfying social, self-esteem, and self-actualization needs. Company managers are aware that jobs are not always able to satisfy employees' needs for achievement, recognition, esteem, and challenge (Miner & Miner, 1969).

Involvement in volunteer activities can be one way in which to satisfy one or more of these higher level needs.

Herzberg's theory of motivation also supports the notion that volunteer work may be able to provide motivation factors that an employee's paid job is unable to do. According to Herzberg, "motivators" relate to the job itself, achievement, recognition for accomplishment, challenging work, increased responsibility, and growth and development (Wilson, 1976).

Specific jobs may be unable to provide these motivating factors for employees. The company wants to retain its workforce. Involvement with volunteer activities could be one way in which employees fulfill unmet needs and still remain in their jobs. Fulfilling needs promotes satisfied people, ergo satisfied employees (Allen, 1979). Further, it is reasoned that if an employee perceives his/her employer as encouraging this self-development, the employee will have positive feelings towards the company (Allen, 1979).

Corporate Volunteer Programs

All of the above considerations have encouraged businesses to become involved with corporate volunteerism. The Clearinghouse on Corporate Social Responsibility identified 131 insurance companies with volunteer efforts in its first survey in 1973. When a second survey was done in 1978, 187 insurance companies responded in the affirmative (Wilson, 1976).

In 1977, a major national survey on corporate volunteerism, Volunteers in the Workforce, was done at the request of the National Center for Voluntary Action. The survey, sent to approximately 3500 corporations, was designed to learn about all

aspects of corporate and organized labor efforts in encouraging volunteerism among members. Of the 364 companies that responded to the survey, some form of corporate employee volunteerism was described by 333 companies (Allen, 1979).

The variety of activities ranged from a simple corporate statement of suppport for the concept of volunteerism to professionally-staffed departments for corporate volunteerism. More specifically, a company might provide release time to employees to perform their volunteer work during normal work hours, while continuing on the company payroll. Some companies open this type of option to all employees; some companies limit the policy to management employees. Xerox is one example of a company with a release time policy (Moen, 1981; Morton and Level,1980).

Loaned employee programs are another type of option in corporate volunteer programs. The United Way Campaigns are recipients of loaned employees for membership campaigns (Moen, 1981). In this type of program, a company loans an employee to a non-profit agency for a period of time, which generally ranges from one to six months. The volunteer works at the agency from a few hours a week to full-time for the duration of the assignment. During this time as a loaned employee, the employee continues to receive company paid salary and benefits (Allen, 1979).

Some companies organize community projects which the employees, on a volunteer basis, organize, plan, and implement. Allstate's Helping Hands programs and Levi Strauss' community service projects are two examples of group projects (Brown, 1980; Morton and Level, 1980).

Within the Minneapolis/St. Paul (Minnesota) area, much is

being done to promote and encourage corporate volunteerism. Approximately 30 companies have formed the Corporate Council on Volunteerism. The purpose of the Council is to assist corporations in starting new programs, developing current programs, and in solving problems that arise within existing programs (Keefe, 1981). One of the objectives of the Council is to develop and publish a resource guidebook on corporate volunteer programs (Keefe, 1981; Moen, 1981).

The Special Olympics, sponsored in the Minneapolis area by Honeywell, Inc., is an example of a corporate group volunteer project (Keefe, 1981; Moen,1981). In this case, employees of the company plan, organize, and supervise the entire day's events (Keefe, 1981; Moen, 1981).

Another example of corporate volunteerism that is beginning to develop is the placement of retired workers in volunteer jobs with non-profit agencies. Honeywell, Inc. of Minneapolis has developed a program that is staffed by a retired employee on a volunteer basis (Moen, 1981).

Corporate Volunteer Recognition

Literature on employee volunteer recognition is very limited. The New York City Corporate Volunteer Council has prepared a resource book on developing volunteer programs (C.V.C., 1980). It calls for recognition of employee volunteer efforts. It is limited in its suggestions , although reference is made to the cocktail party sponsored by the Avon Company and to the cake and coffee receptions used by American Telephone and Telegraph. (See Appendix F.) The final statement captures the importance of recognizing the efforts of volunteers:

> The volunteer coordinator must remember that positive responses to appeals will not continue without a show of gratitude (C.V.C., 1980, p.20).

Conclusion

The literature on volunteerism reveals that while motivation of volunteers has been an area of concern to professionals, there has been only very limited research on recognition, a closely related aspect of motivation. Research on the appropriateness of various recognition techniques, as well as on the scope of informal and formal recognition, has essentially been ignored.

CHAPTER THREE

METHODOLOGY

The purpose of the study was to gather information on volunteer's preferences for recognition techniques. The information would focus on three questions:

1. What are the preferred types of recognition for volunteers?
2. Are patterns of preference associated with certain characteristics of the volunteers?
3. What types of recognition for their volunteer work would volunteers like from their employers?

This chapter will deal with the selection of the population sample, the design and distribution of the questionnaire, the limitations of the study, and the methods used in the analysis of the data.

The Sample

It was decided to sample persons who serve as volunteers in non-profit, cultural arts agencies in the Minneapolis/St.Paul (Minnesota) area. Cultural arts agencies being those that promote, present, or provide learning opportunities about the "social or artistic expressions of a particular society" (American Heritage Dictionary, 1976, p. 321).

Persons volunteering with a specific program were necessary because these people have experienced a formal volunteer program. Recognition is an acknowledged aspect of a formal volunteer program,

which may not be true in an informal volunteer effort (such as a neighborhood clean-up campaign). In addition, by having volunteered, the person has demonstrated a commitment to volunteerism. Using a dictionary definition, a volunteer "performs or gives of his (sic) services of his own free will" (American Heritage Dictionary, 1976). In common usage, this performance of service is most often associated with a formal organization, rather than an individual effort.

The perspective of the study also required assessing adult volunteers. Therefore, the respondents had to be at least 18 years of age.

The sample was narrowed to the field of cultural arts, non-profit agencies within the Minneapolis/St. Paul area to maintain a somewhat homeogeneous group of volunteers and to reflect the concerns of the agency for whom the researcher is employed. It was assumed that those who volunteer for similar types of organizations may have similar motivations, and therefore similar preferences.

It was also a requirement that the volunteer program be an open enrollment program, that is, one not requiring membership in the organization as a prerequisite for volunteering. The motivations of a volunteer in a membership group conceivably might be different from those who volunteer with an open-enrollment program.

Originally 35 agencies were identified as having potential participants. However, the open enrollment criterion eliminated several programs. For instance, the volunteer programs at the Swedish Institute (in Minneapolis) and the Minneapolis Institute of Arts operate as membership groups. The Minnesota Zoological Gardens has both an open enrollment program as well as a separate membership group. Only the non-membership part of their program was included in the sample for this study. One agency declined to participate for

reasons of privacy. Three agencies were eliminated because their volunteer programs were of such a small size as to make a sampling negligible.

The Literacy Councils of Minneapolis and St. Paul (Minnesota) were considered cultural arts agencies because their program involves a broad, cultural approach to the learning of language.

The 13 agencies selected represented organizations of various sizes and stages of development. The volunteer programs were of various sizes and degrees of complexity. The cooperating agencies, the number of volunteers in their programs, and the number of volunteers sampled are listed in Table 1, p.32. It was felt that these 13 agencies would provide a sample of reasonable size and would be representative of the cultural arts non-profit agencies in the metropolitan area.

A ten percent sample was selected from the current mailing roster of volunteers for each of the 13 agencies. The sample was obtained using a published table of random numbers. A pattern was established and used for entering the table and selecting the random numbers. The random numbers were then matched with names on the current mailing list for each agency. The researcher was responsible for obtaining the list of names for the random sample in 11 of the 13 agencies. In the other two agencies, the agency staff drew the sample following the same guidelines used for the other agencies.

For most agencies, the mailing list included only those persons who were currently volunteering with them. For two agencies, the mailing list also included people who had expressed an interest in volunteering with the organization, but had not, as of that time,

done any actual volunteer work. It was not possible to exclude this latter group of individuals when selecting the random sample. Thus, this accounts for four respondents listing "None" as the number of organizations for which they volunteer. Those responses were, however, tallied and the individuals were included in the category of having volunteered for one agency.

The final sample consisted of 296 volunteers from 13 agencies.

The Questionnaire

A self-administered questionnaire was selected as the most efficient means of surveying a large number of people. The questionnaire consisted of three parts.

Part One requested demographic data from the subject. The items provided the descriptive information about the respondents. These data were used to test associations with responses to specific recognition techniques. The researcher wanted to learn if any or all of these variables had a relationship with a volunteer's degree of preference for various types of recognition. For example, information was desired about questions such as: Are social events preferred by older or younger volunteers? Are personal developmental options more appealing to young or old volunteers?

The variables included: age, sex, educational level, employment status, amount of volunteering that was done, (in terms of both hours and number or organizations), the length of time that the respondent had been volunteering, and the nature of the volunteer work that the individual had done.

Questions were also asked regarding the extent of recognition the respondent was currently receiving on both formal and informal

levels, and the individual's degree of satisfaction with it. The researcher was curious to learn if the individual volunteer was aware of formal recognition programs with his/her agency.

All of the questions had multiple choice responses, except for the item on the nature of volunteer work. On that question, the respondent identified the percentage of time spent among three broad areas of volunteer work: 1) Task-oriented (included specific tasks such as typing, answering phones, or leading tours); 2) Advisory (included activities such as planning, advising, recommending on programs or projects and advisory board work); 3) Supervisory (included activities such as training, organizing, or supervising other volunteers, staff or clients). These three areas were thought to be inclusive enough to allow for all volunteer jobs in cultural arts organizations.

In Part Two, agency-provided recognition, the 16 items reflected common, usual, and acknowledged types of recognition techniques such as pins, certificates, and social events. All of the items have been used by an agency for recognition, though not necessarily by agencies participating in this study. The items were identified through discussions with volunteer directors, and from the literature. The respondent was asked to rate each of the items in terms of how meaningful it would be for him/her to receive that particular type of recognition for volunteer work. Where appropriate, examples were given to clarify how that type of recognition was defined. For instance, examples of "employee privilege" were provided such as: office area, parking space, company identification card, mail slot, and job title.

In Part Two, the term "meaningful" was used for rating each recognition type after careful deliberation. While it is a somewhat vague term, it conveyed a better sense of what the researcher wanted

to know than did the work "important". The American Heritage Dictionary defines meaningful as "having meaning, function, or purpose; significant" (1976). A form of recognition may not be important to receive, but when received, it may be meaningful to the recipient. Because people tend to equate volunteerism with altruism, a volunteer may be reluctant to say some form of recognition is important, but the same volunteer could feel quite comfortable with the connotation of "meaningful". Thus, the respondents were asked to rate, on a four point scale, each item in terms of "How meaningful would it be to you to receive each of the following items as recognition for your volunteer work?"

The four point scale allowed for responses of: "Very Meaningful"; "Somewhat Meaningful"; "Not Meaningful"; and "Neutral Feeling". The scale was developed to allow for strong positive feelings, a moderate positive feeling and a negative feeling about the recognition item. It was felt that there is no extreme negative response comparable to "Very Meaningful". Thus, no such option was added to the scale. However, neutral responses were included to allow for those who did not have a response either way, and for those who were unsure what the item meant and therefore, could not respond to it. The respondent could rate as many items "Very Meaningful" as he/she desired.

Part Three of the questionnaire dealt with corporate volunteer recognition programs. The purpose of the third section was to learn how volunteers would like their employers to recognize their volunteer efforts. Therefore, respondents were asked to rate each of the 12 items in terms of how important it would be to them to have their employer include that particular item in an employee recognition program. The 12 items were gleaned from conversations with members

of the Twin Cities Council on Corporate Volunteerism and from the literature. The items represent techniques already in use by companies as well as more controversial techniques that are mentionned as methods of recognition but that, as far as the researcher is aware, are not presently used by any company. These controversial items included consideration of volunteer work in job promotion, consideration in merit raises, and a letter of recognition placed in the personnel file.

Again, a four point rating scale uas used. The focus here was on "importance" (i.e., "If your employer were to start an employee volunteer program, how important would it be to you to include each of these types of recognition in such a program?"). The scale included: "Very Important"; "Somewhat Important"; "Not Important"; and "Neutral Feeling". In this section, there may have been a need for a response of extreme negative feelings. For two of the items (merit raises and job promotion), three respondents wrote "No" across the ratings scale to show their level of displeasure with the items. Whether others also felt extreme displeasure, but marked "Not Important" cannot be determined. In retrospect, this lack of a rating for extreme negative response may be a limitation of the study.

Again, examples were included to define some techniques. To clarify "employer contributions", examples were listed as support for library books, for summer camps, for planting trees, for a scholarship, or for a charity.

The first draft of the questionnaire was reviewed for format and ease of analysis by a consultant in the field of community surveys. The second draft was reviewed by five volunteers and an administrator in the field of volunteer services. This input provided evidence of

face validity regarding the instructions and content of the items. No formal tests of validity or reliability were done on the questionnaire.

The research project, including the questionnaire and the cover letter, were approved by the University of Minnesota Committee on the Use of Human Subjects in Research. (See Appendix A).

Data Collection

Collection of data was begun and completed during the months of August and Spetember, 1981. The survey packet was mailed to all the respondents by the researcher, except for those associated with two agencies. One agency chose to mail the packets, and the second agency preferred to place the packets in the volunteers' mail slots at the agency.

The packet included a cover letter written by the researcher which explained the project, and which assured the respondents that participation in the project was completely voluntary and that responses would not be individually identified. The name and phone numbers of the researcher were provided for the respondents. A letter of support from the Minnesota Governor's Office on Volunteer Services, the questionnaire, a self-addressed, stamped envelope completed the packet. (See Appendix B.)

The questionnaires were coded for purposes of tracking the return of the mailings. Each agency was given a letter code as well as a number for each of the random sample. The coding was not used in the data analysis.

One week after the initial mailing a reminder postcard was sent to all those who had not returned the questionnaire. A sample of the

postcard is included in Appendix C. A third mailing of the total packet was planned for one week after the postcard mailing. However, the return was sufficient to eliminate the need for the third mailing.

Two hundred twelve surveys were returned, which accounted for a 71.6 percent response rate. This was based on the original mailing of 296 packets. Five questionnaires could not be used for the following reasons: one respondent was under 18 years of age; one respondent completed all items in Parts Two and Three with the rating of "Neutral Feeling"; and three people completed only the first section.

Data Analysis

The results of the survey were analyzed using the Statistical Package for the Social Sciences at the University of Minnesota. Analysis was done in two ways. The first revealed general frequencies with the total number of responses and the percentage of response given for each item on the questionnaire.

The second analysis provided Chi square tests of the relationships between responses to the meaningfulness of selected recognition items and selected personal variables of the respondents.

The items selected for the Chi square tests included those which 66 percent or more of the respondents rated as either "Very Meaningful" or "Somewhat Meaningful". The six recognition techniques selected included: discounts on memberships, tickets, or gift items; additional training for volunteer jobs; personal developmental training; group luncheon with other volunteers; employee privileges; and volunteer job enhancement.

For corporate volunteerism, the seven items selected included: a grant/monetary award that is presented to the non-profit agency for

which the employee volunteers; a charitable contribution made by the employer in the employee's name; a letter of recognition placed in the employee's personnel file; consideration of volunteer work for job promotion; consideration of volunteer work in merit raises; release time from the paid job for continuing volunteer work.

The personal characteristics used as variables for the Chi square tests included: age and sex; type of volunteer work; employment status; hours worked per month as a volunteer; and length of time as a volunteer.

The two age groupings used were the ages of 18 to 45 and ages 46 and over. Each grouping contained approximately one-half of the respondents. Under current employment status, the respondents were viewed as either working within the home only or working outside the home, either part-time or full-time. Students were included as workers outside the home. This division reflected the contrast between the homemaker volunteer and the growing trend of employed volunteers.

The amount of time spent volunteering was grouped as 25 or less hours per month and as 26 or more hours per month. In terms of the three types of volunteer work, each respondent was grouped as spending either 50 percent or less of their volunteer time in that type of work, or as spending 51 percent or more of their volunteer time in that type of work. The length of time as a volunteer was coded as less than 2 years; 2 years to 10 years; and 11 or more years. This division reflected the beginning volunteer, the longer term volunteer, and the potentially lifelong volunteer.

Variables dealing with the number of organizations, educational level, and the satisfaction with volunteer recognition were omitted

in the Chi square analysis.

Significance levels were determined for all tests. The tables specify where the significance of the Chi square statistic is at the .05 level or less.

Limitations of the Study

A major limitation of the survey involved the instrument. Some respondents felt that there were insufficient response categories; some needed a category that could allow for very strong negative feelings. The category "Not Important" did not sufficiently describe three respondents' feelings towards two recognition items (consideration of volunteer work in job promotion and consideration of volunteer work for merit raises). One respondent wanted space for open-ended comments for each item. Other respondents needed additional categories for the type of volunteer work. An additional category could have allowed for teaching, although training was included under the supervisory category. The section on employment status failed to allow for retirees, for persons who have a full-time business within their home, and for students who also work either part-time of full-time.

A premise of the survey was that it would be possible for a non-profit agency or a corporate business to offer each and every recognition technique. Thus, the respondent was not to be concerned with how feasible it would be to offer a specific recognition technique. It became apparent that this premise was hard for some respondents to accept as, in reality, there would be limits for any agency or for any business in terms of the number and kinds of recognition that could be offered. Three respondents questionned the idea of recognition techniques that require spending money.

Another underlying premise was that the respondent had a base of experience with recognition and with the particular techniques described in the questionnaire. Using this base of experience, the respondent would be able to rate the items. However, comments and question marks beside items implied that respondents did not have this base of experience. This was particularly true for the technique, gift items with the universal volunteer logo. There were, therefore, more responses of "Neutral Feeling" and non-responses than had been anticipated.

It is also important to note that the population was limited to volunteers within non-membership volunteer programs in non-profit, cultural arts organization. It seems reasonable to assume that volunteers in other fields (e.g., health, religion, legal services, law, or youth) could have other motivations and, consequently, find other recognition techniques more preferable.

CHAPTER FOUR

FINDINGS

In this chapter, the findings from the data analysis will be presented in four sections. A demographic profile of the respondents will be given first, followed by a presentation of the responses to the meaningfulness of 16 recognition techniques. Next, results of the Chi square tests of the associations between the degree of meaningfulness and selected variables are reviewed. The third major section will present the responses to the importance of 12 recognition items for corporate volunteerism. Test data showing the relationships between degree of importance and selected personal variables will also be given. A discussion of the findings will conclude the chapter.

Data Base

The findings are based on data obtained from 207 (71.6 percent) usable questionnaires that were analyzed. Two hundred twelve questionnaires were returned from an originial mailing of 296 packets. Five questionnaires were not used for the following reasons: one respondent gave all the recognition items the same rating of "Neutral Feeling"; one respondent was under the minimum age of 18; and three respondents completed only the section on personal data.

Table 1 lists the participating agencies, the number of volunteers surveyed and the number of returned questionnaires for each agency.

Table 1 .--Participating Agencies with Number of Volunteers Surveyed and Rate of Response

Agency	Number of Volunteers on Mailing Roster	Number of Volunteers Surveyed	Number of Questionnaires Returned	% of Return
Fresh-Air Radio	210	21	12	57
Guthrie Theatre	300	30	21	70
KTCA-Public Television	475	50	42	84
Landmark Center	130	13	6	46
Minnesota Literacy Council (Minneapolis and St. Paul Councils)	500	50	35	70
Minnesota Singers Theatre School	100	10	4	40
Minnesota Zoological Gardens	350	35	27	77
Orchestra Hall	70	7	4	57
Ramsey County Historical Society	30	5	3	60
St. Paul Public Library	130	13	8	61
Science Museum of Minnesota	540	54	44	81
Walker Art Center	70	8	6	75
Totals	2955	296	212	71.6

Demographic Profile of the Sample

The largest percentage of respondents was in the 18-45 year age group (N = 117). Women accounted for 81 percent of the sample, for a total of 166 women. This compared to 39 men. (See Table 2.)

Table 2 .--Number of Respondents by Age and Sex
(N= 205)

Age Category	Males		Females		Totals	
	N	%	N	%	N	%
18-45	26	12.7	91	44.4	117	57.1
46 and Over	13	6.3	75	36.6	88	42.9
Totals	39	19.0	166	81.0	205	100.0

In terms of education, (See Table 3), almost one-half (49.8 percent; N = 103) of the population surveyed had completed four or more years of college.

Table 3 .--Number of Respondents by Educational Level
(N= 207)

Educational Level	N	Percent
High School or Less	22	10.6
Some College or Vocational Training	82	39.6
Four Years College or Graduate Work	103	49.8
Totals	207	100.0

Seventy-three (36 percent) respondents classified themselves as working within the home only. Fifty-eight (N = 118) worked outside the home either full-time or part-time. Eleven (5.5 percent) respondents were classified as either part-time or full-time students. (See Table 4.)

Table 4 .--Number of Respondents by Employment Status (N= 202)

Employment Status	N	Percent
Work Within Home Only	73	36.1
Work Outside Home-Full-time or Part-time	118	58.4
Students Full-time or Part-time	11	5.5
Totals	202	100.0

While 75 respondents (36.2 percent) said that they volunteer for one organization, 105 (51 percent) said that they work with two to three organizations. Approximately 13 percent (N = 27) volunteer for four or more agencies. (See Table 5.)

In Table 6, more than 70 percent of the respondents (N = 147) volunteer 25 hours or less per month. The number of hours is the total amount of time the respondents volunteer for all agencies.

Table 5 .--Number of Organizations for Which Respondents Volunteer (N= 207)

Number of Organizations	N	Percent
1	75	36.2
2-3	105	50.7
4-5	20	9.7
6 or More	7	3.4
Totals	207	100.0

Table 6.--Amount of Time Spent by Respondents in Volunteering (N= 206)

Hours per Month	N	Percent
25 or Less	147	71.4
26-50	49	23.8
51-75	6	2.9
76 or More	4	1.9
Totals	206	100.0

By far, the majority (N = 148; 78.7 percent) of the respondents was involved one-half or more of the time in task-oriented volunteer jobs. About 15 percent (N = 29) spent 50 percent or more of their

time in advisory roles. Twenty-one respondents (11 percent) worked in supervisory type volunteer jobs 50 percent or more of the time. These data are presented in Table 7.

Table 7 .--Type of Volunteer Work Done by Respondents (N= 188)

Type of Volunteer Work	Percentage of Work Time Spent							
	0-24%		25-49%		50-74%		75-100%	
	N	%	N	%	N	%	N	%
Task	25	13.3	15	8.0	35	18.6	113	60.1
Advisory	134	71.3	25	13.3	21	11.1	8	4.3
Supervisory	153	81.4	14	7.4	11	5.9	10	5.3

Almost equal numbers have volunteered between two and five years (N = 65) and eleven or more years (N = 64). The period of six through ten years included the fewest number of respondents. (See Table 8.)

Table 8 .--Number of Years Respondents Have Been Volunteering (N= 205)

Time in Years	N	Percent
Less than 2	46	22.4
2-5	65	31.7
6-10	30	14.7
11 or More	64	31.2
Totals	205	100.0

One hundred twenty (61 percent) respondents affirmed that their volunteer agency had a formal recognition program. (See Table 9.)

Table 9.--Respondent's Awareness of the Existence of an Agency's Formal Recognition Program (N= 198)

Is a Program in Existence?	N	Percent
Yes	120	60.6
No	78	39.4
Totals	198	100.0

Ratings of the quality and quantity of the formal recognition are shown in Table 10. The majority rated the formal recognition program as "Satisfactory" (65 percent) for both quality and quantity. In addition, 34 (29 percent) respondents rated the program as excellent in terms of quality, and 30 respondents (26 percent) rated it excellent in terms of quantity. Less than 9 percent were dissatisfied with the quality (N = 8) and the quantity (N = 10) of the formal recognition received.

In terms of informal recognition, only 17 subjects (9 percent) said that they receive no informal recognition. The remainder of the respondents found the informal recognition satisfactory; 42 percent (N = 83) rated the recognition "Very Satisfactory", and 49 percent (N = 96) rated it "Satisfactory". (See Table 11.)

Table 10.--Level of Satisfaction with Formal Recognition by Respondents Who Receive Formal Recognition

Level of Satisfaction	Quality		Quantity	
	N	%	N	%
Excellent	34	28.6	30	26.3
Satisfactory	77	64.7	74	64.9
Unsatisfactory	5	4.2	6	5.3
Poor	3	2.5	4	3.5
Totals	119	100.0	114	100.0

Table 11.--Respondent's Level of Satisfaction with Informal Recognition (N= 196)

Degree of Satisfaction	N	Percent
Very Satisfactory	83	42.3
Satisfactory	96	49.0
Do Not Receive Any Informal Recognition	17	8.7
Totals	196	100.0

Meaningfulness of Recognition Techniques

Volunteers were asked to rate 16 techniques that a non-profit agency might use to recognize the efforts of its volunteers. Each item was rated on a four point scale from "Not Meaningful" to "Very Meaningful". "Neutral Feeling" was also an option. (See Table 12.)

Table 12.--Degree of Meaningfulness for Sixteen Recognition Techniques

Recognition Technique	Very Meaningful		Somewhat Meaningful		Not Meaningful		Neutral Feeling		Totals	
	N	%	N	%	N	%	N	%	N	%
Discounts on Membership, Tickets or Gift Items	111	54.4	55	27.0	17	8.3	21	10.3	204	100.
Additional Training for Volunteer Work	110	54.5	54	26.7	14	6.9	24	11.9	202	100.
Personal Development Training	85	41.7	56	27.5	35	17.2	28	13.7	204	100.
Luncheon with Volunteers	47	22.8	95	46.1	35	17.0	29	14.1	206	100.
Employee Privileges	85	41.9	54	26.6	33	16.3	31	15.3	203	100.
Volunteer Job Enhancement	86	43.0	50	25.0	27	13.5	37	18.5	200	100.
Participation in Staff Activities	78	38.4	52	25.6	33	16.3	40	19.7	203	100.
Individual Luncheon with Agency Official	45	22.3	77	38.1	39	19.3	41	20.3	202	100.
Social Event with Volunteers	51	24.8	73	35.4	44	21.4	38	18.4	206	100.
Gift Item--Agency Logo	46	22.4	75	36.6	42	20.5	42	20.5	205	100.
Community Recognition	34	16.7	79	38.9	43	21.2	47	23.2	203	100.
Award Pin	37	18.2	69	34.0	50	24.6	47	23.2	203	100.
Gift Item--Personalized	50	24.6	62	30.5	44	21.7	47	23.2	203	100.
Award Certificate	34	16.7	67	32.8	56	27.5	47	23.0	204	100.
Gift Item--Universal Volunteer Logo	25	12.3	70	34.4	58	28.4	51	25.0	204	100.
Participation in Organized Sports Events	12	5.9	33	16.3	103	50.7	55	27.1	203	100.

Only two items were rated "Very Meaningful" by more than 50 percent of the respondents. Receiving a discount on memberships in the organization, on tickets, or on gift items, and receiving additional training for the volunteer job were considered very meaningful by almost 55 percent of the respondents.

Only one item received a "Not Meaningful" rating from more than 50 percent of the respondents. Participation in organized sports events with other volunteers was rated "Not Meaningful" by 103 (50.7 percent) respondents. The second least meaningful response was given to gift items affixed with the universal volunteer logo (28 percent).

Table 13 provides a summary of the "Very" and "Somewhat Meaningful" ratings for each of the 16 recognition techniques. The techniques are also grouped into four classifications: personal development, staff privileges, social, and personal. Techniques which were rated positively by 66 percent or more of the respondents were selected for further analysis. These six items included: discounts on memberships, tickets, or gift items (81 percent); additional training for volunteer jobs (81 percent); personal development training (69 percent); employee privileges (68 percent); and volunteer job enhancement (68 percent).

Table 13.--Percentage of Respondents Who Rated Recognition Techniques "Very" or "Somewhat Meaningful"

Recognition Technique	Percentage Ranked Very/Somewhat Meaningful
Personal Development Type of Recognition	
Additional Training for Volunteer Work	81.2
Personal Development Training	69.2
Volunteer Job Enhancement	68.0
Staff Privileges Type of Recognition	
Employee Privileges	68.5
Participation in Staff Activities	64.0
Individual Luncheon with Agency Official	60.4
Social Involvement Type of Recognition	
Luncheon with Volunteers	68.9
Social Event with Volunteers	60.2
Participation in Organized Sports Events	22.2
Personal Type of Recognition	
Discounts on Memberships, Tickets, or Gift Items	81.4
Gift Item--Agency Logo	59.0
Community Recognition	55.6
Gift Item--Personalized	55.1
Award Pin	52.2
Award Certificate	49.5
Gift Item--Universal Volunteer Logo	46.8

Association Between Selected Personal Variables And Ratings of Recognition Techniques

Responses to the six techniques rated most meaningful were cross-tabulated with the following variables: 1) sex and age groupings for the ages of 18 to 45 and ages 46 and over; 2) type of volunteer work performed and amount of time spent in task-oriented, advisory, or supervisory type work; 3) employment status; 4) number of hours volunteered per month as either 25 hours or less or 26 or more hours; 5) and the number of years in volunteering as less than 2 years, 2 to 10 years, and 11 or more years.

In addition, Chi square tests were used to test the association between the five personal variables and the extent recognition techniques were rated "Very" or "Somewhat Meaningful". The following results were found to be significant at the .05 level:

1. Volunteers who performed supervisory tasks less than 50 percent of the time differed significantly from others in the meaningfulness of group luncheons as a recognition technique ($X^2 = 6.69$; $p = .009$). (See Table 14.)

2. Receiving employee privileges was more meaningful as a form of recognition to those who work solely within the home ($X^2 = 3.76$; $p = .05$), to those who volunteer more than 25 hours per month ($X^2 = 6.80$; $p = .009$), and to those who have volunteered 11 or more years ($X^2 = 8.27$; $p = .01$). (See Table 15.)

Table 14.--Tests of Relationships Between Selected Variables and Meaningfulness of Group Luncheon as a Recognition Technique

Age/Sex

	Males		Females		
	18-45	46+	18-45	46+	
Very/Somewhat Meaningful	15	11	62	52	N
	65.2	84.6	78.5	86.7	%
Not Meaningful	8	2	17	8	N
	34.8	15.4	21.5	13.3	%
	x^2 = 1.55		x^2 = 1.54		
	p = .21		p = .21		

Type of Volunteer Work/ Percent of Time Spent

	Task		Advisory		Supervisory		
	0-50	51-100	0-50	51-100	0-50	51-100	
Very/Somewhat Meaningful	35	107	121	21	131	11	N
	77.8	81.1	79.1	87.5	82.9	57.9	%
Not Meaningful	10	25	32	3	27	8	N
	22.2	18.9	20.9	12.5	17.1	42.1	%
	x^2 = .22		x^2 = .92		x^2 = 6.69		
	p = .63		p = .33		p = .009		

Employment Status

	Within Home	Outside Home	
Very/Somewhat Meaningful	56	81	N
	86.2	75.7	%
Not Meaningful	9	26	N
	13.8	24.3	%
	x^2 = 2.72		
	p = .09		

Number of Hours /Month Volunteering

	25 or less	26+	
Very/Somewhat Meaningful	100	41	N
	78.7	83.7	%
Not Meaningful	27	8	N
	21.3	16.3	%
	x^2 = .54		
	p = .46		

Number of Years Volunteering

	-2 yrs	2-10 yrs	11+ yrs	
Very/Somewhat Meaningful	25	70	45	N
	71.4	81.4	83.3	%
Not Meaningful	10	16	9	N
	28.6	18.6	16.7	%
	x^2 = 2.08			
	p = .35			

Table 15.—Tests of Relationships Between Selected Variables and Meaningfulness of Employee Privileges as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Meaningful	18	10	59	50	N
	78.3	83.3	76.6	86.2	%
Not Meaningful	5	2	18	8	N
	21.7	16.7	23.4	13.8	%

x^2 = .12, p = .72 (Males) x^2 = 1.95, p = .16 (Females)

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Meaningful	37	102	119	20	127	12	N
	78.7	81.6	79.3	90.9	81.9	70.6	%
Not Meaningful	10	23	31	2	28	5	N
	21.3	18.4	20.7	9.1	18.1	29.4	%

x^2 = .18, p = .66 (Task) x^2 = 1.65, p = .19 (Advisory) x^2 = 1.27, p = .25 (Supervisory)

Employment Status

	Within Home	Outside Home	
Very/Somewhat Meaningful	53	82	N
	88.3	75.9	%
Not Meaningful	7	26	N
	11.7	24.1	%

x^2 = 3.76
p = .05

Number of Hours /Month Volunteering

	25 or less	26+	
Very/Somewhat Meaningful	89	49	N
	75.4	92.5	%
Not Meaningful	29	4	N
	24.6	7.5	%

x^2 = 6.80
p = .009

Number of Years Volunteering

	-2 yrs	2-10 yrs	11+ yrs	
Very/Somewhat Meaningful	25	63	50	N
	69.4	77.8	92.6	%
Not Meaningful	11	18	4	N
	30.6	22.2	7.4	%

x^2 = 8.27
p = .01

While the Chi square tests did not reveal statistically significant relationships at the .05 level, the Chi square value was of notable interest for the following:

1. For the technique of additional training for the volunteer job, working within the home only ($X^2 = 3.40$; $p = .06$) and volunteering over 26 hours per month ($X^2 = 3.05$; $p = .08$) produced Chi square values which approached significance at the .05 level. (See Table 16.)

2. Attending a group luncheon with other volunteers was more meaningful to those who work solely within the home ($X^2 = 2.72$; $p = .09$). (See Table 14.)

3. Receiving employee privileges was more meaningful to females 46 and over ($X^2 = 1.95$; $p = .16$) and to those who spend 50 percent or more of their volunteer time in advisory roles ($X^2 = 1.65$; $p = .19$). (See Table 15.)

4. Those who spend 26 hours or more per month in volunteer work found personal development training more meaningful ($X^2 = 1.77$; $p = .18$). (See Table 17.)

5. No significant differences in degree of meaningfulness were found for discounts on memberships, tickets, or gift items or for volunteer job enhancement according to the personal variables used in the Chi square tests. (See Tables 18 and 19.)

Table 16.—Tests of Relationships Between Selected Variables and Meaningfulness of Additional Training as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Meaningful	17	9	75	61	N
	73.9	75.0	97.4	95.3	%
Not Meaningful	6	3	2	3	N
	26.1	25.0	2.6	4.7	%

x^2 = .00 p = .94 x^2 = .44 p = .50

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Meaningful	48	116	137	27	146	18	N
	94.1	91.3	91.3	96.4	92.4	90.0	%
Not Meaningful	3	11	13	1	12	2	N
	5.9	8.7	8.7	3.6	7.6	10.0	%

x^2 = .38 p = .53 x^2 = .84 p = .35 x^2 = .14 p = .70

Employment Status

	Within Home	Outside Home	
Very/Somewhat Meaningful	63	98	N
	96.9	89.1	%
Not Meaningful	2	12	N
	3.1	10.9	%

x^2 = 3.40 p = .06

Number of Hours /Month Volunteering

	25 or less	26+	
Very/Somewhat Meaningful	114	50	N
	90.5	98.0	%
Not Meaningful	12	1	N
	9.5	2.0	%

x^2 = 3.05 p = .08

Number of Years Volunteering

	-2 yrs	2-10 yrs	11+ yrs	
Very/Somewhat Meaningful	37	77	49	N
	94.9	92.8	90.7	%
Not Meaningful	2	6	5	N
	5.1	7.2	9.3	%

x^2 = .57 p = .75

Table 17 — Tests of Relationships Between Selected Variables and Meaningfulness of Personal Development Training as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Meaningful	15	7	67	50	N
	65.2	53.8	85.9	83.3	%
Not Meaningful	8	6	11	10	N
	34.8	46.2	14.1	16.7	%

x^2 = .45 x^2 = .17
p = .50 p = .67

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Meaningful	41	100	117	24	126	15	N
	82.0	79.4	79.6	82.8	80.8	75.0	%
Not Meaningful	9	26	30	5	30	5	N
	18.0	20.6	20.4	17.2	19.2	25.0	%

x^2 = .15 x^2 = .15 x^2 = .37
p = .69 p = .69 p = .54

Employment Status

	Within Home	Outside Home	
Very/Somewhat Meaningful	50	88	N
	79.4	80.0	%
Not Meaningful	13	22	N
	20.6	20.0	%

x^2 = .01
p = .92

Number of Hours /Month Volunteering

	25 or less	26+	
Very/Somewhat Meaningful	96	44	N
	77.4	86.3	%
Not Meaningful	28	7	N
	22.6	13.7	%

x^2 = 1.77
p = .18

Number of Years Volunteering

	-2 yrs	2-10 yrs	11+ yrs	
Very/Somewhat Meaningful	29	64	47	N
	78.4	78.0	85.5	%
Not Meaningful	8	18	8	N
	21.6	22.0	14.5	%

x^2 = 1.27
p = .52

Table 18.—Tests of Relationships Between Selected Variables and Meaningfulness of Volunteer Job Enhancement as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Meaningful	19	7	62	46	N
	86.4	70.0	83.8	83.6	%
Not Meaningful	3	3	12	9	N
	13.6	30.0	16.2	16.4	%

x^2 = 1.20, p = .27 $\quad$ x^2 = .00, p = .98

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Meaningful	33	103	115	21	122	14	N
	80.5	84.4	82.7	87.5	82.4	93.3	%
Not Meaningful	8	19	24	3	26	1	N
	19.5	15.6	17.3	12.5	17.6	6.7	%

x^2 = .34, p = .55 $\quad$ x^2 = .33, p = .56 $\quad$ x^2 = 1.17, p = .27

Employment Status

	Within Home	Outside Home	
Very/Somewhat Meaningful	53	80	N
	88.3	80.8	%
Not Meaningful	7	19	N
	11.7	19.2	%

x^2 = 1.54
p = .21

Number of Hours /Month Volunteering

	25 or less	26+	
Very/Somewhat Meaningful	97	39	N
	81.5	88.6	%
Not Meaningful	22	5	N
	18.5	11.4	%

x^2 = 1.17
p = .27

Number of Years Volunteering

	-2 yrs	2-10 yrs	11+ yrs	
Very/Somewhat Meaningful	34	64	37	N
	91.9	82.1	80.4	%
Not Meaningful	3	14	9	N
	8.1	17.9	19.6	%

x^2 = 2.34
p = .30

Table 19.--Tests of Relationships Between Selected Variables and Meaningfulness of Discounts as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Meaningful	20	10	76	58	N
	83.3	83.3	93.8	90.6	%
Not Meaningful	4	2	5	6	N
	16.7	16.7	6.2	9.4	%

x^2 = .00 x^2 = .52
p = 1.00 p = .46

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Meaningful	41	125	144	22	150	16	N
	89.1	91.2	90.6	91.7	90.9	88.9	%
Not Meaningful	5	12	15	2	15	2	N
	10.9	8.8	9.4	8.3	9.1	11.1	%

x^2 = .18 x^2 = .02 x^2 = .07
p = .66 p = .86 p = .77

Employment Status

	Within Home	Outside Home	
Very/Somewhat Meaningful	62	99	N
	92.5	89.2	%
Not Meaningful	5	12	N
	7.5	10.8	%

x^2 = .54
p = .46

Number of Hours /Month Volunteering

	25 or less	26+	
Very/Somewhat Meaningful	116	49	N
	90.6	90.7	%
Not Meaningful	12	5	N
	9.4	9.3	%

x^2 = .00
p = .98

Number of Years Volunteering

	-2 yrs	2-10 yrs	11+ yrs	
Very/Somewhat Meaningful	34	78	53	N
	94.4	89.7	89.8	%
Not Meaningful	2	9	6	N
	5.6	10.3	10.2	%

x^2 = .76
p = .68

Table 20 is a composite giving the Chi square values for all the tests of association. From this table, the variables most associated with statistically significant values can be identified. These are:

1. Employment status, which had one association at the .05 level (employee privileges) and two associations at a notable level (additional training for volunteer work $X^2 = 3.40$, $p = .08$; and personal development training $X^2 = 1.77$, $p = .18$).

2. Hours volunteered per month, which had one association at the .009 level (employee privileges) and two associations at the notable level (additional training for volunteer work $X^2 = 3.05$, $p = .08$ and personal development training $X^2 = 1.77$, $p = .18$).

3. Supervisory type work, which had one relationship at the .009 level (group luncheon).

4. The length of time as a volunteer, which had one relationship at the .01 level of significance (employee privileges).

5. Advisory type work and females by age group, each of which had one relationship at a notable level with the technique of employee privileges ($X^2 = 1.65$, $p = .19$ and $X^2 = 1.95$, $p = .16$ respectively).

Table 20 .--Summary of Chi Square Tests on Selected Recognition Techniques

		Discounts on Memberships, Tickets, Items	Additional Training for Volunteer Job	Personal Development Training	Group Luncheon	Employee Privileges	Volunteer Job Enhancement
Age/Male							
	X^2	.00	.00	.45	1.55	.12	1.20
	p	1.00	.94	.50	.21	.72	.27
Age/Female							
	X^2	.52	.44	.17	1.54	1.95	.00
	p	.46	.50	.67	.21	.16	.98
Type of Work							
Task	X^2	.18	.38	.15	.22	.18	.34
	p	.66	.53	.69	.63	.66	.55
Advisory	X^2	.02	.84	.15	.92	1.65	.33
	p	.86	.35	.69	.33	.19	.56
Supervisory	X^2	.07	.14	.37	6.69	1.27	1.17
	p	.77	.70	.54	.009	.25	.27
Employment Status							
	X^2	.54	3.40	.01	2.72	3.76	1.54
	p	.46	.06	.92	.09	.05	.21
Hours/Month							
	X^2	.00	3.05	1.77	.54	6.80	1.17
	p	.98	.08	.18	.46	.009	.27
Time/Years							
	X^2	.76	.57	1.27	2.08	8.27	2.34
	p	.68	.75	.52	.35	.01	.30

Association Between Personal Variables and Preferred Types of Recognition from Employers

Respondents were also asked to rate in terms of "Importance" 12 techniques that an employer might use to recognize the volunteer work of employees. These data are presented in Table 21.

The highest rating, in terms of importance, was given to a grant or monetary award that is presented to the volunteer agency by the employer; 137 respondents (70.3 percent) rated this as "Very Important". The next highest percentage of response (59.2 percent) was given to a contribution, made in the name of the employee, by the employer to a charitable cause. Three additional forms of recognition were rated "Very Important" by 50 percent or more of the respondents.

Receiving an award pin and having a meeting with a company official received "Not Important" ratings from 40 percent of the respondents. Three additional items were rated "Not Important" by approximately one-third of the respondents.

In Table 22, the items are ranked by adding the percentages of "Very Important" and "Somewhat Important" responses. Seven items were selcted for further analysis. Again, the criterion was that 66 percent or more of the respondents considered these items important. The recognition techniques selected for further review included: grant/monetary award to the volunteer agency by the employer (88 percent); contribution by an employer to a charitable cause (84 percent); placement of a letter of recognition in the employee's personnel file (83 percent); consideration of volunteer work in job promotion (78 percent); consideration of volunteer

Table 21.--Ratings for Twelve Recognition Techniques for Corporate Volunteerism in Terms of Importance

Recognition Technique	Very Important		Somewhat Important		Not Important		Neutral Feeling		Totals	
	N	%	N	%	N	%	N	%	N	%
Grant Award to Volunteer Agency	137	70.3	35	17.9	13	6.7	10	5.1	195	100.0
Employer Contribution in Employee's Name	116	59.2	49	25.0	15	7.7	16	8.2	196	100.1
Recognition Letter in Personnel File	108	55.1	55	28.1	21	10.7	12	6.1	196	100.0
Consideration of Volunteering in Job Promotion	105	54.1	47	24.2	25	12.9	17	8.8	194	100.0
Consideration of Volunteering in Merit Raises	96	50.0	41	21.4	36	18.8	19	9.9	192	100.1
Release Time for Volunteering	79	41.4	53	27.7	29	15.2	30	15.7	191	100.0
Company-wide Social Event	53	27.0	80	40.8	36	18.4	27	13.8	196	100.0
Article in Company Newsletter	23	11.9	80	41.2	59	30.4	32	16.5	194	100.0
Article on Company Bulletin Board	18	9.2	74	37.9	70	35.9	33	16.9	195	99.9
Award Certificate	23	11.9	66	34.2	72	37.3	32	16.6	193	100.0
Award Pin	30	15.3	52	26.5	80	40.8	34	17.3	196	99.9
Individual Meeting with Company Official	21	10.6	57	28.9	79	40.1	40	20.3	197	99.9

Table 22 .--Percentage of Respondents Who Rated Recognition Techniques "Very " or "Somewhat Important"

Recognition Techniques	Percentage Ranked Very/Somewhat Important
Philanthropic Type of Recognition	
Grant/Monetary Award Presented to Volunteer Agency by the Employer	88.2
Employer Contribution to a Charitable Cause in the Employee's Name	84.2
Developmental Type of Recognition	
Letter of Recognition in Personnel File	83.2
Consideration of Volunteering in Job Promotion	78.3
Consideration of Volunteering in Merit Raises	71.4
Release Time for Volunteering	69.1
Social Involvement Type of Recognition	
Company-wide Social Event	67.8
Personal Type of Recognition	
Article in Company Newsletter	53.1
Article on Company Bulletin Board	47.1
Award Certificate	46.1
Award Pin	41.8
Individual Meeting with Company Official	39.5

work for merit raises (71 percent); and release time from the paid job for continuing volunteer work (69 percent); and company-wide social events for all employees who perform volunteer work (67 percent).

As in previous sections, responses to the degree of importance of employer recognition techniques were cross-tabulated with selected personal variables. Chi square tests were done, and statistical significance at the .05 level was obtained in three tests:

1. Release time for volunteer work was more important to volunteers who spend less than 50 percent of their volunteer time in advisory work. (See Table 23.)

2. Consideration of volunteer work for merit raises was significantly more important for those who volunteer more than 25 hours per month. (See Table 24.)

3. Company-wide social events for volunteers were rated more highly in terms of importance to those who work within the home only. (See Table 25.)

Table 23. Tests of Relationships Between Selected Variables and Importance of Release Time as a Recognition Technique

Age/Sex

	Males		Females		
	18-45	46+	18-45	46+	
Very/Somewhat Important	13	8	67	43	N
	61.9	72.7	88.2	82.7	%
Not Important	8	3	9	9	N
	38.1	27.3	11.8	17.3	%

X^2 = .37 p = .54 X^2 = .76 p = .38

Type of Volunteer Work/ Percent of Time Spent

	Task		Advisory		Supervisory		
	0-50	51-100	0-50	51-100	0-50	51-100	
Very/Somewhat Important	39	93	107	25	121	11	N
	81.3	82.3	79.9	92.6	84.0	64.7	%
Not Important	9	20	27	2	23	6	N
	18.8	17.7	20.1	7.4	16.0	35.3	%

X^2 = .02 p = .87 X^2 = 2.47 p = .11 X^2 = 3.84 p = .04

Employment Status

	Within Home	Outside Home	
Very/Somewhat Important	45	85	N
	84.9	80.2	%
Not Important	8	21	N
	15.1	19.8	%

X^2 = .52 p = .46

Number of Hours/Month Volunteering

	25 or less	26+	
Very/Somewhat Important	93	39	N
	78.8	90.7	%
Not Important	25	4	N
	21.2	9.3	%

X^2 = 3.01 p = .08

Number of Years Volunteering

	-2 yrs	2-10 yrs	11 yrs	
Very/Somewhat Important	27	60	44	N
	81.8	78.9	88.0	%
Not Important	6	16	6	N
	18.2	21.1	12.0	%

X^2 = 1.71 p = .42

Table 24. Tests of Relationships Between Selected Variables and Importance of Merit Raises as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Important	14	8	68	46	N
	70.0	72.7	81.0	80.7	%
Not Important	6	3	16	11	N
	30.0	27.3	19.0	19.3	%

x^2 = .02 p = .87 x^2 = .00 p = .97

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Important	40	97	112	25	123	14	N
	80.0	78.9	77.8	86.2	79.9	73.7	%
Not Important	10	26	32	4	31	5	N
	20.0	21.1	22.2	13.8	20.1	26.3	%

x^2 = .02 p = .86 x^2 = 1.04 p = .30 x^2 = .39 p = .53

Employment Status

	Within Home	Outside Home	
Very/Somewhat Important	46	89	N
	79.3	78.8	%
Not Important	12	24	N
	20.7	21.2	%

x^2 = .00 p = .93

Number of Hours/Month Volunteering

	25 or less	26+	
Very/Somewhat Important	96	41	N
	75.6	89.1	%
Not Important	31	5	N
	24.4	10.9	%

x^2 = 3.75 p = .05

Number of Years Volunteering

	-2 yrs	2-10 yrs	11 yrs	
Very/Somewhat Important	28	62	46	N
	75.7	76.5	86.8	%
Not Important	9	19	7	N
	24.3	23.5	13.2	%

x^2 = 2.49 p = .28

Table 25. Tests of Relationships Between Selected Variables and Importance of Social Events as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Important	15	8	59	50	N
	65.2	72.7	78.7	84.7	%
Not Important	8	3	16	9	N
	34.8	27.3	21.3	15.3	%

X^2 = .19 X^2 = .80
p = .66 p = .36

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Important	37	96	111	22	121	12	N
	77.1	79.3	77.6	84.6	80.1	66.7	%
Not Important	11	25	32	4	30	6	N
	22.9	20.7	22.4	15.4	19.9	33.3	%

X^2 = .10 X^2 = .64 X^2 = 1.73
p = .74 p = .42 p = .18

Employment Status

	Within Home	Outside Home	
Very/Somewhat Important	52	79	N
	86.7	73.8	%
Not Important	8	28	N
	13.3	26.2	%

X^2 = 3.74
p = .05

Number of Hours/Month Volunteering

	25 or less	26+	
Very/Somewhat Important	99	34	N
	79.8	75.6	%
Not Important	25	11	N
	20.2	24.4	%

X^2 = .36
p = .54

Number of Years Volunteering

	-2 yrs	2-10 yrs	11 yrs	
Very/Somewhat Important	28	60	43	N
	75.7	76.9	82.7	%
Not Important	9	18	9	N
	24.3	23.1	17.3	%

X^2 = .82
p = .66

The following relationships had a Chi square value of notable interest, though not statistically significant at the .05 level:

1. Release time from the paid job to continue volunteer work was more valued by those who have volunteered 26 or more hours per month ($X^2 = 3.01$; $p = .08$) and by those who spend the majority of their volunteer time in advisory type volunteer work ($X^2 = 2.47$; $p = .11$). (See Table 23.)

2. The grant/monetary award that is presented to the volunteer agency by the employer was more important to those who spend more than one-half of their volunteer time in advisory capacities ($X^2 = 2.59$; $p = .10$), to those who spend less than 50 percent of their volunteer work time in supervisory roles ($X^2 = 2.18$; $p = .13$). (See Table 26.)

3. A letter of recognition placed in the employee's personnel file was more important to those who had volunteered 11 or more years ($X^2 = 4.42$; $p = .10$) and to those who work in advisory roles over 50 percent of their volunteer time ($X^2 = 1.86$; $p = .17$). (See Table 27.)

4. Attending a company-wide social event for volunteer recognition was more important to those who work less than one-half of their volunteer time in supervisory jobs ($X^2 = 1.73$; $p = .18$). (See Table 25.)

Table 26. Tests of Relationships Between Selected Variables and Importance of Grants as a Recognition Technique

Age/Sex

	Males		Females		
	18-45	46+	18-45	46+	
Very/Somewhat Important	19	10	83	60	N
	79.2	90.9	94.3	96.8	%
Not Important	5	1	5	2	N
	20.8	9.1	5.7	3.2	%

x^2 = .73 x^2 = .49
p = .39 p = .48

Type of Volunteer Work/ Percent of Time Spent

	Task		Advisory		Supervisory		
	0-50	51-100	0-50	51-100	0-50	51-100	
Very/Somewhat Important	48	124	143	29	155	17	N
	92.3	93.2	91.7	100.0	93.9	85.0	%
Not Important	4	9	13	0	10	3	N
	7.7	6.8	8.3		6.1	15.0	%

x^2 = .04 x^2 = 2.59 x^2 = 2.18
p = .82 p = .10 p = .13

Employment Status

	Within Home	Outside Home	
Very/Somewhat Important	61	109	N
	95.3	91.6	%
Not Important	3	10	N
	4.7	8.4	%

x^2 = .87
p = .35

Number of Hours/Month Volunteering

	25 or less	26+	
Very/Somewhat Important	127	45	N
	94.8	88.2	%
Not Important	7	6	N
	5.2	11.8	%

x^2 = 2.41
p = .11

Number of Years Volunteering

	-2 yrs	2-10 yrs	11 yrs	
Very/Somewhat Important	37	78	55	N
	92.5	90.7	96.5	%
Not Important	3	8	2	N
	7.5	9.3	3.5	%

x^2 = 1.75
p = .41

Table 27. Tests of Relationships Between Selected Variables and Importance of Recognition Letters as a Recognition Technique

Age/Sex

	Males		Females		
	18-45	46+	18-45	46+	
Very/Somewhat Important	17	9	77	59	N
	77.3	81.8	89.5	92.2	%
Not Important	5	2	9	5	N
	22.7	18.2	10.5	7.8	%

x^2 = .09 x^2 = .30
p = .76 p = .58

Type of Volunteer Work/ Percent of Time Spent

	Task		Advisory		Supervisory		
	0-50	51-100	0-50	51-100	0-50	51-100	
Very/Somewhat Important	48	115	137	26	146	17	N
	90.6	87.8	87.3	96.3	89.0	85.0	%
Not Important	5	16	20	1	18	3	N
	9.4	12.2	12.7	3.7	11.0	15.0	%

x^2 = .28 x^2 = 1.86 x^2 = .28
p = .59 p = .17 p = .59

Employment Status

	Within Home	Outside Home	
Very/Somewhat Important	58	103	N
	92.1	86.6	%
Not Important	5	16	N
	7.9	13.4	%

x^2 = 1.22
p = .26

Number of Hours/Month Volunteering

	25 or less	26+	
Very/Somewhat Important	119	44	N
	88.8	88.0	%
Not Important	15	6	N
	11.2	12.0	%

x^2 = .02
p = .87

Number of Years Volunteering

	-2 yrs	2-10 yrs	11 yrs	
Very/Somewhat Important	38	70	53	N
	90.5	83.3	94.6	%
Not Important	4	14	3	N
	9.5	16.7	5.4	%

x^2 = 4.42
p = .10

5. No personal variables were significantly associated with differences in ratings of importance for either contributions made by the employer, on behalf of the employee, to charitable causes or for consideration of volunteer work in job promotion. (See Tables 28 and 29 respectively.)

A summary of Chi square values for the tests of significant relationships between personal variables and the degree of importance of recognition techniques is included in Table 30. Variables most associated with significant relationships included:

1. The number of hours per month was associated with the importance of merit raises at the .05 level ($X^2 = 3.75$) and had two associations of noteworthy value (release time--$X^2 = 3.01$; $p = .08$ and grants--$X^2 = 2.41$; $p = .11$).

2. The amount of supervisory work was directly related at the.04 level to the importance of having release time ($X^2 = 3.84$) and at a notable level with two techniques (grants--$X^2 = 2.18$; $p = .13$ and company-wide social events--$X^2 = 1.73$; $p = .18$).

3. Employment status and ratings of importance for company-wide social events were related at a significant level ($X^2 = 3.74$; $p = .04$).

4. Advisory type work related to two techniques at a notable level (grants--$X^2 = 2.59$; $p = .10$ and release time--$X^2 = 2.47$; $p = .11$).

5. Length of time as a volunteer had one association at a notable level (letter of recognition $X^2 = 4.42$; $p = .10$).

Table 28. Tests of Relationships Between Selected Variables and Importance of Charitable Contributions as a Recognition Technique

Age/Sex

	Males		Females	
	18-45	46+	18-45	46+
Very/Somewhat Important	15	9	81	58
	71.4	81.8	96.4	93.5
Not Important	6	2	3	4
	28.6	18.2	3.6	6.5

X^2 = .41 p = .51 X^2 = .64 p = .42

Type of Volunteer Work/ Percent of Time Spent

	Task		Advisory		Supervisory	
	0-50	51-100	0-50	51-100	0-50	51-100
Very/Somewhat Important	46	118	138	26	147	17
	92.0	91.5	90.8	96.3	91.9	89.5
Not Important	4	11	14	1	13	2
	8.0	8.5	9.2	3.7	8.1	10.5

X^2 = .01 p = .90 X^2 = .90 p = .34 X^2 = .12 p = .72

Employment Status

	Within Home	Outside Home
Very/Somewhat Important	61	102
	93.8	90.3
Not Important	4	11
	6.2	9.7

X^2 = .68 p = .40

Number of Hours/Month Volunteering

	25 or less	26+
Very/Somewhat Important	117	47
	90.7	94.0
Not Important	12	3
	9.3	6.0

X^2 = .51 p = .47

Number of Years Volunteering

	-2 yrs	2-10 yrs	11 yrs
Very/Somewhat Important	39	71	52
	95.1	87.7	94.5
Not Important	2	10	3
	4.9	12.3	5.5

X^2 = 2.89 p = .23

Table 29. Tests of Relationships Between Selected Variables and Importance of Job Promotion as a Recognition Technique

Age/Sex

	Males 18-45	Males 46+	Females 18-45	Females 46+	
Very/Somewhat Important	16	8	76	51	N
	80.0	72.7	88.4	86.4	%
Not Important	4	3	10	8	N
	20.0	27.3	11.6	13.6	%

x^2 = .21 x^2 = .12
p = .64 p = .72

Type of Volunteer Work/ Percent of Time Spent

	Task 0-50	Task 51-100	Advisory 0-50	Advisory 51-100	Supervisory 0-50	Supervisory 51-100	
Very/Somewhat Important	43	109	126	26	137	15	N
	86.0	85.8	84.6	92.9	86.2	83.3	%
Not Important	7	18	23	2	22	3	N
	14.0	14.2	15.4	7.1	13.8	16.7	%

x^2 = .00 x^2 = 1.33 x^2 = .10
p = .97 p = .24 p = .74

Employment Status

	Within Home	Outside Home	
Very/Somewhat Important	51	99	N
	86.4	85.3	%
Not Important	8	17	N
	13.6	14.7	%

x^2 = .03
p = .84

Number of Hours/Month Volunteering

	25 or less	26+	
Very/Somewhat Important	110	42	N
	85.3	87.5	%
Not Important	19	6	N
	14.7	12.5	%

x^2 = .14
p = .70

Number of Years Volunteering

	-2 yrs	2-10 yrs	11 yrs	
Very/Somewhat Important	33	67	50	N
	84.6	82.7	90.9	%
Not Important	6	14	5	N
	15.4	17.3	9.1	%

x^2 = 1.84
p = .39

Table 30.--Summary of Chi Square Tests on Selected Recognition Techniques

		Grant/Award to Agency	Employer Contribution in Employee's Name	Recognition Letter in Personnel File	Consideration in Job Promotion	Consideration in Merit Raises	Release Time for Volunteering	Company-wide Social Event
Age/Male								
	X^2	.73	.41	.09	.21	.02	.37	.19
	p	.39	.51	.76	.64	.87	.54	.66
Age/Female								
	X^2	.49	.64	.30	.12	.00	.76	.80
	p	.48	.42	.58	.72	.97	.38	.36
Type of Work								
Task	X^2	.04	.01	.28	.00	.02	.02	.10
	p	.82	.90	.59	.97	.86	.87	.74
Advisory	X^2	2.59	.90	1.86	1.33	1.04	2.47	.64
	p	.10	.34	.17	.24	.30	.11	.42
Supervisory	X^2	2.18	.12	.28	.10	.39	3.84	1.73
	p	.13	.72	.59	.74	.53	.04	.18
Employment Status								
	X^2	.87	.68	1.22	.03	.00	.52	3.74
	p	.35	.40	.26	.84	.93	.46	.05
Hours/Month								
	X^2	2.41	.51	.02	.14	3.75	3.01	.36
	p	.11	.47	.87	.70	.05	.08	.54
Time/Years								
	X^2	1.75	2.89	4.42	1.84	2.49	1.71	.82
	p	.41	.23	.10	.39	.28	.42	.66

Discussion

Before discussing the responses to the various recognition techniques, it is of interest to profile the "typical" respondent, based on demogrphic data obtained from the questionnaire.

A description of the "typical" volunteer would be: a female college graduate between the ages of 18 and 45 who works outside the home and volunteers with two or three organizations. She has been a volunteer between two and five years. (However, an almost equal number of respondents had volunteered 11 years or more as had volunteered two to five years.) The "typical" respondent is aware of recognition that she receives, both on formal and informal levels. (Comments from respondents indicated, however, that personal satisfaction is more important than recognition, but that appreciation is "nice". In fact, one respondent commented that he/she will not go back to a volunteer agency where he/she is not "treated with respect". A list of comments from the respondents is given in Appendix D.)

What are the preferred types of recognition for volunteers?

All 16 of the agency-provided techniques can be viewed as fitting into one of four classifications: personal development (which includes the techniques of volunteer job enhancement, personal development training, and additional training for volunteer work); staff privileges (which includes individual luncheon with an agency official, participation in staff activities, and employee privileges); social involvement (which includes organized sports events, social events for all volunteers); and personal (which includes award pins, award certificates, gift items, community recognition, and discounts on memberships, tickets, or

gift items).

The techniques rated most meaningful were predominately found in the classifications of personal development and of staff privileges. The exceptions were the two techniques, group social luncheons, which were classified as a social involvement type of recognition, and discounts on memberships, tickets, or gift items, which were classified as a personal type of recogntion.

While the respondents were generous in positive ratings (only one technique received a low rating from over one-half of the respondents), certain techniques distinctly stand out as more meaningful forms of recognition. Discounts, additional job training, personal development training, group luncheons with other volunteers, employee privileges, and volunteer job enhancement were all rated "Very" or "Somewhat Meaningful" by 66 percent or more of the respondents.

These ratings are useful in planning and implementing a meaningful recognition program for volunteers. Some of the more traditional types of recognition (pins, certificates, and community recognition), while not received negatively, were not rated among the most meaningful techniques.

Are patterns of preference associated with certain personal characteristics?

In this study, the amount of time respondents volunteered per month and their employment status were the two most reliable variables associated with preference for recognition. Advisory and supervisory type volunteer work showed some signs of association, though none was at a statistically significant level. Task type volunteer work and age/sex variables did not show any appreciable association with the

respondents' ratings of meaningfulness.

More studies need to be done to learn if there are other personal variables not included in this study that show an association with preference for recognition.

What types of recognition would volunteers like from their employers?

The 12 recognition techniques provided by employers can be classified into four groups: philanthropic (which includes the techniques of grant/monetary awards and employer contribution to a charitable cause); developmental (which includes letters of recognition, consideration of volunteer work in job promotion, consideration of volunteer work in merit raises, and release time for volunteer work); social involvement (which includes company-wide social events); and personal type of recognition (which includes articles in company newsletter, articles on company bulletin boards, award certificates, award pins, and individual meetings with company officials).

With regard to the developmental group of techniques, it should be noted that five respondents commented on the ethics of receiving consideration for volunteer work in job promotion. One person believed that to be contrary to the notion of volunteerism. Another suggested that it may not be fair to those employees who, for various reasons, may not be able to volunteer. Three respondents emphasized that the volunteer experience had to be applicable to the paid job in order to represent a fair form of recognition.

With respect to the item on a meeting with a company official, three respondents commented that this technique would be rated important only if the matters discussed focussed on the volunteer experience, and that the meeting was not just a social lunch.

These comments suggest that the respondents were not desirous of using their volunteer work as a general means of career advancement. The respondents acknowledged that career type recognition needs to be carefully formulated in order to be fair to all employees.

CHAPTER FIVE

SUMMARY AND IMPLICATIONS OF THE STUDY

Background of the Study

This study was done to obtain information about volunteers' preferences for various recognition techniques. The literature on volunteerism contained limited information on developing the recognition aspect of a volunteer program. With recognition as an element in the retention of volunteers, the need for research became apparent.

A survey of volunteers in 13 cultural arts, non-profit agencies located within the Minneapolis/St. Paul (Minnesota) area was done during the months of August and September, 1981. Of 212 questionnaires returned, 207 (71.6 percent of the sample) were tabulated for results.

The volunteers were asked to rate 16 recognition techniques in terms of how meaningful it would be to them personally, to receive that type of recognition for their volunteer work. They were also asked to indicate the importance of 12 techniques that an employer might use to recognize the volunteer work of employees. Additionally, demographic information provided by the respondents was used to test relationships for recognition.

The Statistical Package for the Social Sciences at the University of Minnesota was used in the computer analysis of the data.

Data on the Respondents

Of the respondents, women between the ages of 31 and 45 comprised the majority of the respondents. About one-half of the respondents were college graduates. Sixty-three percent worked outside the home on either a part-time or full-time basis.

An almost equal number of respondents had volunteered between two and five years (N = 65) as had volunteered 11 years or more (N = 64). About one-third of the respondents volunteered for only one agency.

The majority (78 percent) of the respondents spent one-half or more of their volunteer time in task-oriented work. Fewer than ten percent of all respondents spent between 75 and 100 percent of their volunteer time in either advisory or supervisory type volunteer work.

Meaningfulness of Recognition Techniques

The frequency and percentage of response were computed for 16 techniques. A four point scale was used to reflect the degree of meaningfulness of each technique for the respondent.

Two items were rated "Very Meaningful" by more than 50 percent of the respondents. These were: 1) Receiving a discount on memberships, tickets, or gift items (54 percent) and 2) Receiving additional volunteer job training (54 percent).

Only one item was rated as "Not Meaningful" by more than 50 percent of the respondents. Organized sports events were rated "Not Meaningful" by 103 (50.7 percent) respondents. The second least meaningful rating was given to gift items with the universal volunteer logo (N = 58; 28 percent).

Six items were rated either "Very Meaningful" or "Somewhat Meaningful" by more than 66 percent of the respondents: discounts on memberships, tickets, or gift items (81 percent); additional volunteer job training (81 percent); personal development training (69 percent); luncheon with other volunteers (68 percent); and volunteer job enhancement (68 percent).

These six techniques were selected for further analysis. Cross-tabulations and Chi square tests were done for each of these items using the following variables: age and sex; type of volunteer work; employment status; amount of volunteering per month; and the length of time as a volunteer.

The Chi square tests showed the following relationships to be significant at the .05 level of significance:

1. Receiving employee privileges was more meaningful as a form of recognition to those who work solely within the home, to those who volunteer more than 25 hours per month, and to those who have volunteered 11 or more years.

2. Attending a group luncheon with other volunteers was more valued by those who work 50 percent or less of their volunteer time in supervisory roles.

While the Chi square test did not reveal statistically significant relationships, the test value was of notable interest for the following:

1. Additional volunteer training was more valued by those who work within the home only ($X^2 = 3.40$; $p = .06$) and by those who volunteer more hours per month ($X^2 = 3.05$; $p = .08$).

2. Attending a group luncheon with other volunteers was more meaningful as a form of recognition to those who work solely within the home ($X^2 = 2.72$; $p = .09$).

3. Receiving employee privileges was more meaningful to women 46 and over ($X^2 = 1.95$; $p = .16$) and to those who spend 51 percent or more of their volunteer time in advisory roles ($X^2 = 1.65$; $p = .19$).

4. Personal development training was more valued by those who spend 26 or more hours per month in volunteer work ($X^2 = 2.72$; $p = .09$).

Importance of Corporate Recognition of Volunteers

In rating techniques that an employer might use to recognize the volunteer work of employees, the highest value was given to a grant/monetary award that is presented to the volunteer's non-profit agency by the employer; 137 respondents (70 percent) rated this as "Very Important". The next highest rating was given to a charitable contribution made by the employer in the employee's name (N = 116; 59 percent).

Receiving an award pin and meeting with a company official were rated as "Not Important" by 40 percent of the respondents.

The following seven items were rated important by over 66 percent of the respondents: grant/monetary award that is presented to a non-profit agency on behalf of the employee (88 percent); employer contribution to a charitable cause in the employee's name (84 percent); letter of recognition for volunteer work placed in the employee's

personnel file (83 percent); consideration of volunteer work in job promotion (78 percent); consideration of volunteer work in merit raises (71 percent); release time from the paid job to continue volunteer work (69 percent); and attending a company-wide social event for volunteers (67 percent).

Chi square tests were also used to discover significant relationships between six demographic variables and the degree of importance of the seven selected recognition techniques.

The Chi square test showed the following results to be significant at the .05 level of significance:

1. Release time for continuing volunteer work was more important to respondents who spent less than 50 percent of their time in advisory work.

2. Consideration of volunteer work in merit raises was important to those who volunteered more than 25 hours per month.

3. Social events for volunteer recognition were rated more highly in terms of importance by those who work within the home.

The following relationships have a Chi square value of notable interest, though not statistically significant at the .05 level:

1. A letter of recognition for volunteer work placed in the the employee's personnel file was more important to those who had volunteered 11 or more years ($X^2 = 3.01$; $p = .08$) and to those who work in advisory roles over 50 percent of their volunteer time ($X^2 = 2.47$; $p = .11$).

2. Release time for continuing volunteer work was more valued by those who have volunteered 11 or more years ($X^2 = 3.01$; $p = .08$) and by those who spend the majority of their time in advisory type volunteer work ($X^2 = 2.47$; $p = .11$).

3. The grant/monetary award made to the non-profit agency by the employer in recognition of the employee's volunteer work was more important to those who spend more than one-half of their volunteer work time in advisory roles ($X^2 = 2.59$; $p = .10$), to those who work 25 or less hours per month as a volunteer ($X^2 = 2.41$; $p = .11$), and to those who spend less than one-half of their volunteer work time in supervisory roles ($X^2 = 2.18$; $p = .13$).

4. Attending a compnay-wide social event for volunteer recognition was more important to those who work less than one-half of their volunteer time in supervisory jobs ($X^2 = 1.73$; $p = .18$).

To conclude the summary, the results of the study indicate that the respondents found most forms of recognition valuable. Only one recognition technique was rated as not meaningful by over one-half of the respondents. A look at the classifications of recognition techniques shows that developmental and altruistic types of recognition were rated more highly than personal or social types of recognition. This was consistent within both agency and corporate recognition items.

Implications of the Study

The information gathered by this study can be used by directors of volunteer programs to aid in recruiting and retaining volunteers,

by agencies providing community-wide volunteer support (e. g. voluntary action centers), by administrators in the field of corporate volunteerism, and by researchers in the field of volunteerism.

This section will address the implications for professionals in each of the areas mentioned above.

Directors of Volunteer Programs

The director of a volunteer program can best use this study to plan for recruitment and retention of volunteers. Particularly in difficult economic times, volunteer services will undoubtedly be important to non-profit agencies. There could be more competition for volunteers among agencies. Thus, it makes sense to offer volunteers the type of recognition that will most appeal to them.

This study suggested that patterns of response exist. The director of a volunteer program would be well-advised to look closely at the profile of the agency's volunteers. The variables most associated with a significant pattern of preference included: the number of hours volunteered per month; the number of years as a volunteers; employment status; and the amount of time spent in supervisory (volunteer) work.

Thus, if the director is trying to recruit daytime workers, the focus of recruitment needs to be made to appeal to those who work within the home. The study suggests that additional volunteer training opportunities, employee privileges, or a group luncheon would be attractive incentives for volunteering. Likewise, if the director is looking for volunteers to serve on an advisory committee, recognition in the form of employee privileges would be an effective recruitment tool.

There was a distinct preference shown for recognition that enhanced personal development as shown by ratings of training opportunities and expanded involvement with the agency (e. g. receiving staff privileges and participating in staff activities). By providing this type of recognition, the volunteer will receive meaningful recognition and the agency will have reinforced its own program with better trained and more involved volunteers.

In terms of recognition having monetary value, discounts on memberships in the organization, on tickets to events, or on gift items were by far the most favored. Of three types of gift items that an agency could award to a volunteer, the ones with the agency logo were most favored. Either of these two types of recognition would reward the volunteer in a meaningful way and could also promote a positive agency image. For instance, giving a discount on tickets to programs sponsored by the agency helps to insure attendance as the volunteer may be inclined to bring friends along to the program. Gift items with the agency logo, particularly items that would be displayed in the home or office (for example, a paperweight, tote bag or t-shirt) also provide visibility for the agency.

The traditional social events, particularly luncheons, were also meaningful to the respondents. In a volunteer program where volunteers work within the home only or work predominately in task-oriented jobs, social events would be well-received.

The director might also consider the ratings given to techniques for corporate volunteer recognition. For instance, a letter of recognition placed in the employee's personnel file was rated as an

important recognition technique. The director could, following established guidelines, send such letters to the employer of deserving volunteers. Since grants/monetary awards that are presented by an employer to the employee's volunteer agency were in high esteem by the respondents, a director could learn which companies offer such grants to employees for volunteer work, encourage qualified volunteers to apply, and offer assistance with the application.

In budgeting for recognition expenses, the cost can be argued as part of recruitment and retention of volunteers. In addition, if the recognition system includes discounts on agency-sponsored events or gift items with the agency logo, the cost can also be viewed as promotion of the agency's image. By following the basic discoveries discussed above, a budget can be planned and used effectively.

Administrators of Voluntary Action Centers

One of the functions of a voluntary action center (VAC) is to provide resources to aid individual volunteer programs. One aspect of this is sponsoring and presenting training workshops for volunteer directors. Because there are limited materials on recognition to which a volunteer director can refer, a VAC can help to fill this void by incorporating sessions on planning for recognition in training workshops.

For example, a workshop leader could suggest to the director ways of assessing the volunteers for demographic profiles as well as for preferences for recognition. In addition, the leader could help directors identify ways to incorporate employee privileges or

additional volunteer job training into the total volunteer program.

As a professional in the field of volunteerism, the administrator of a VAC would want to work with representatives of corporate volunteer programs in developing programs that encourage and promote employees to become involved with their community.

Administrators of Corporate Volunteer Programs

Many companies are just beginning to develop corporate volunteer programs. Thus, this study can provide a basis for considering ways to recognize the volunteer work of employees.

The volunteers surveyed preferred a philanthropic type of recognition. Since large companies sometimes provide community support through monetary grants, it would be an opportunity to provide meaningful recognition to an employee by granting an award to an agency for which he/she volunteers. It would also be meaningful to recognize an employee's volunteer work by making a contribution in his/her name, and with his/her permission, to a cause or program to which the company is already committed. For instance, if the company has already committed itself to supporting a library fund, the company could contribute a set of books in the employee's name, with his/her approval, even though the library may or may not be the agency for which the employee volunteers.

The study showed that the volunteers surveyed were interested in having volunteer work recognized as part of their career development. However, the use of volunteer experience for either job promotion or for consideration in merit raises was not rated as a most important recognition item. In addition to philanthropic recognition, having a letter of recognition placed in the employee's

personnel file was rated higher than either job promotion or merit raises. This may help to allay fears that volunteers are eager to use volunteer work as a quick and easy route to career advancement.

An administrator in corporate volunteerism could develop guidelines for evaluating volunteer experience in promoting the employee's career development. The guidelines would need to be varied and appropriate for the various levels of employees within the company. For instance, a consideration of advisory type volunteer work for management level employees might be appropriate for an aspiring receptionist. Inclusion of volunteer experience on employee application forms could be a first step in recognition of an employee's volunteer work.

Researchers in the Field of Volunteerism

This study is a first step in research on volunteers and recognition. To extend the findings of this study, similar research needs to be done with volunteers in other types of agencies.

Researchers might also want to consider the broader questions of this topic: How important is recognition to a volunteer? Will a person continue to volunteer if he/she does not receive any recognition? Is formal recognition necessary or is informal recognition sufficient to satisfy volunteers?

The study also revealed a preference for developmental type recognition over either personal or social types of recognition. Further research might focus on the area of motivation. What makes a person today want to volunteer? For a person working full-time, what makes a volunteer experience worthwhile so that limited leisure

time would be used for volunteering? Would recognition be a deciding factor in choosing between two equally worthwhile volunteer opportunities?

A Closing Statement

This study has gathered information on volunteer recognition from the perspective of the volunteer. Specifically, it has surveyed volunteers' preferences for receiving various recognition techniques from the volunteer agency and from the corporate employer.

The data revealed distinct preferences among the techniques and patterns of preference based on personal characteristics of the respondents.

In presenting this information, professionals in the field of volunteerism are encouraged to consider the relation between recognition and motivation, and ways that recognition can effectively be incorporated into the volunteer program.

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APPENDIX A

RE: Methodological Protocol # 1 .

Dear Ms. Ream:

Your Methodological Protocol Request for Approval was received in the Committee office on 7/15/81, and has been administratively approved on 7/15/81 as within the guidelines of the referenced Methodological Protocol.

I would like to remind you that it is the responsibility of the investigator to bring to the attention of the Committee any proposed change in the project or any emergent problems that will affect human subjects.

On behalf of the Committee, I wish you luck with your research.

Sincerely,

Anne Munro

Anne Munro
Executive Secretary to the
Committee on the Use of Human
Subjects in Research

APPENDIX B

Volunteer Coordinator

88

Twin Cities Public Television
1640 Como Avenue
St Paul, Minnesota 55108
612/646-4611

Dear Volunteer:

I need your help with some research on how to properly recognize the work of volunteers. This research will be used to improve programs and services of volunteer agencies, which will benefit you as a volunteer. [I will also be using this information as part of a graduate school program at the University of Minnesota.]

You were selected as part of a random sample of community people who currently volunteer from a community-serving, cultural arts, non-profit organization. The director/coordinator of volunteer services at your agency has agreed to work with me on this project, and furnished your name as part of my random sample.

Although your participation is voluntary your responses are needed for the survey results to be valid. The data will be analyzed in summary form only; your responses will not be individually identified. The questionnaire has been coded, but only to be sure you are not bothered by reminder notices once you have returned your questionnaire.

Thank you in advance for your help. If you have any questions or concerns regarding this survey, feel free to call me at my office (612/646-4611) or at my home (612/825-0923).

Sincerely,

Penny S. Ream
Coordinator of Volunteer Services
KTCA-TV, Channel 2
1640 Como Avenue
Saint Paul, MN 55108

****

Please send me the final results of this survey.

Name _____

Address _____

STATE OF MINNESOTA
DEPARTMENT OF ADMINISTRATION
GOVERNOR'S OFFICE OF VOLUNTEER SERVICES
ALBERT H. QUIE
GOVERNOR
130 STATE CAPITOL
ST. PAUL 55155
612/296-4731 (METRO)
800/652-9747 (NON-METRO)

September 4, 1981

Dear Volunteer in Twin Cities Cultural Arts Programs:

Enclosed you will find a questionnaire about volunteer recognition. I would like to encourage you to take the time to do a thorough job of responding to each item. The questionnaire is, admittedly, quite long but that is the only way to gain enough information to give meaningful results.

More research is needed in the field of volunteerism, especially in the area of recognition; the results can only serve to improve the volunteer experience for all volunteers since the results will be made available to directors of volunteer programs. Often the area of formal recognition of volunteers is overlooked or treated too lightly by the agencies using volunteer services. In the past few years, the look of the "typical" volunteer has changed; thus, it's time to look at our approach to recognition and see if it too needs to change. The section dealing with employer recognition of employees' volunteer work reflects a new direction in community service for business.

It is critical to the success of this project, carried out by Penny Ream and KTCA-TV, that a large percentage of volunteers respond. Be assured that the information and opinions you share will be well used and a valuable contribution to many volunteer programs in addition to the one in which you are directly involved. I am sure you will be informed of the results of the study through your newsletters.

Thank you in advance for your assistance in this important project.

Sincerely,

Phyllis Acker

Phyllis Acker, CAVS
Chief of Volunteer Services

PAA:pma

VOLUNTEER RECOGNITION PREFERENCE QUESTIONNAIRE

Part I -- VOLUNTEER DATA

Please check the appropriate box for each item.

1. What is your age

18 - 30 years	[ ]
31 - 45 years	[ ]
46 - 60 years	[ ]
61 plus years	[ ]

2. Which sex are you?

Male	[ ]
Female	[ ]

3. What is your highest level of education?
(Mark the highest level achieved)

Less than high school	[ ]
High school	[ ]
Some college or vocational training	[ ]
4 years college	[ ]
Graduate study	[ ]

4. I am currently working --

Within the home only	[ ]
Outside the home (part-time)	[ ]
Outside the home (full-time)	[ ]
As a student	[ ]

5. Currently I volunteer for --
(include all church and community work)

One organization	[ ]
2-3 organizations	[ ]
4-5 organizations	[ ]
6 plus organizations	[ ]

6. In a typical month, I volunteer approximately -- (include all church and community work)

Less than 25 hours	[ ]
26-50 hours	[ ]
51-75 hours	[ ]
76 plus hours	[ ]

7. Approximately what percentage of your volunteer work is:

-- Task-oriented (performing such specific tasks as typing, leading tours, answering phones, etc.)	_____%
-- Advisory-in-nature (planning, advising, recommending on programs or projects.)	_____%
-- Supervisory-in-nature (training, organizing or supervising other volunteers, staff, or clients.)	_____%
	100%

8. I have been volunteering for the past --

Less than 2 years	[ ]
2-5 years	[ ]
6-10 years	[ ]
11 plus years	[ ]

9. The organization for which I do the most volunteering has a formal recognition program for its volunteers. (A structured and specific system or program for recognition.)

Yes	[ ]
No	[ ]

(if no, omit 9a and 9b and proceed to #10)
Please rate each of the following aspects by circling one response for each item.

	Excellent	Satisfactory	Unsatisfactory	Poor
a. The quality of the formal recognition you receive for your volunteer work is ...	E	S	U	P
b. The quantity of the formal recognition you receive for your volunteer work is ...	E	S	U	P

10. The amount of informal recognition (regular, on-going thanks and acknowledgement of my efforts) that I receive is

Very Satisfactory	[ ]
Satisfactory	[ ]
I do not receive any informal recognition.	[ ]

Part II -- How meaningful would it be to you to receive the following types of recognition for your volunteer work? (Circle one response for each item. If you have no response to an item, circle "NF" for neutral feeling.)

	Very Meaningful	Somewhat Meaningful	Not Meaningful	Neutral Feeling
1. Receiving an award certificate on behalf of the agency would be . . .	VM	SM	NM	NF
2. Receiving a discount/s for membership in the organization, to agency-sponsored performances, or at agency gift shops would be . . .	VM	SM	NM	NF
3. Receiving a pin from the agency would be . . .	VM	SM	NM	NF
4. Receiving a gift item with the universal volunteer emblem would be . . . (bookmarks, key chains, t-shirts, pens, or mugs.)	VM	SM	NM	NF
5. Receiving a gift item with the agency's logo/emblem on it would be . . . (coffee mugs, key chains, ash-trays, t-shirts or pens.)	VM	SM	NM	NF
6. Receiving a gift item that is personalized for me would be . . . (personalized plaque, desk item, t-shirt, mug,photograph or drawing.)	VM	SM	NM	NF
7. Receiving special employee privileges would be . . . (office area, parking space, company i.d. card, mail slot, or job title.)	VM	SM	NM	NF
8. Being involved in activities reserved for staff would be . . . (serving on committees, attending meetings participating in employee-only activities such as feeding the zoo animals or writing for employee publications.)	VM	SM	NM	NF
9. Attending a social, cultural or sports event as a group with other volunteers from the agency would be . . .	VM	SM	NM	NF
10. Participating in organized sports events for volunteers from the agency would be . . .	VM	SM	NM	NF
11. Attending a luncheon, picnic or potluck with other volunteers from the agency would be . . .	VM	SM	NM	NF
12. Attending a luncheon, or coffee on an individual basis with the director of volunteers or other staff member would be . . .	VM	SM	NM	NF
13. Receiving increased volunteer job enhancement would be . . . (such as job responsibility, or job autonomy.)	VM	SM	NM	NF
14. Receiving additional training for volunteer work would be . . . (training for my present job or for new volunteer job, workshops about the organization or professional conferences.)	VM	SM	NM	NF

	Very Meaningful	Somewhat Meaningful	Not Meaningful	Neutral Feeling
15. Receiving training for personal development would be . . . (sessions on resumee writing, on using volunteer experience for career/college credit, on job interviewing skills, or on personal time management.)	VM	SM	NM	NF
16. Receiving community/neighborhood recognition would be . . . (being nominated for a community-wide award, attending a community-wide volunteer luncheon, or program, having a personal article in the community newspaper, receiving a pin or certificate of merit from the community, or being recognized by the media for volunteer activities.)	VM	SM	NM	NF

Part III -- EMPLOYER VOLUNTEER RECOGNITION

Many companies are starting volunteer programs to actively encourage employees to volunteer in the community and are encouraging the recognition of their volunteer efforts.

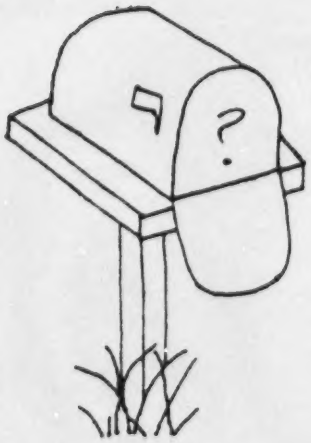
If your employer were to start an employee volunteer program how important would it be to you to include each of these types of recognition in such a program? Please rate each of these items (if you have no response to an item circle "NF" for neutral feeling). Complete this section even if you are not currently employed.

	Very Important	Somewhat Important	Not Important	Neutral Feeling
1. Having an article about me and my volunteer activities in the company newsletter would be . . .	VI	SI	NI	NF
2. Having recognition for your volunteer work on the company bulletin board or other visible area would be . . . (a newspaper clipping, picture or article on the volunteer agency.)	VI	SI	NI	NF
3. Receiving a volunteer recognition plaque or pin from the company would be . . .	VI	SI	NI	NF
4. Receiving a certificate recognizing my volunteer efforts from my employer would be . . .	VI	SI	NI	NF
5. Having my employer give a grant/monetary award to the agency for which I volunteer would be . . .	VI	SI	NI	NF
6. Having my employer sponsor a company-wide social event in recognition of the volunteer work of all the employees would be . . . (a luncheon, dinner, picnic or program.)	VI	SI	NI	NF
7. Having my volunteer efforts considered for job promotion would be . . .	VI	SI	NI	NF

		Very Important	Somewhat Important	Not Important	Neutral Feeling
8.	Having my volunteer efforts considered for merit raises would be . . .	VI	SI	NI	NF
9.	Having a letter of recognition from the agency for which I volunteer placed in my employee personnel file would be . . .	VI	SI	NI	NF
10.	Receiving release time for continuing my volunteer work would be . . .	VI	SI	NI	NF
11.	Having my employer contribute something on my behalf would be . . . (support for library books, for summer camps, for planting trees, for a scholarship, or for a charity)	VI	SI	NI	NF
12.	Having a coffee, lunch or meeting with the president or other representative of the company would be . . .	VI	SI	NI	NF

THANK YOU FOR COMPLETING THIS SURVEY

APPENDIX C



DID YOU FORGET?

I keep checking the mail, but as of yet, I haven't received your completed survey telling me what kinds of recognition you want for your volunteer work.

Please send it in TODAY. If you need another questionnaire, call me at 612/646-4611. Thanks.

Your ideas are important and can help the future direction of voluntarism.

Penny Ream
KTCA-Coordinator of Volunteers

APPENDIX D

Comments From Respondents

General Comments

"Volunteering my time to organizations that I believe in, and that I believe are doing a service to the community is what I consider important. I hope to help in achieving the goals they set out to do. Recognition is nice, but not vital to my volunteering."

"Recognition to me is a simple 'thank you'. I think all volunteer organizations have more places to spend money than on pins, etc."

"Actually I volunteer because I have an inner need to make this world a better place in which to live. So I don't need a lot of praise or gifts, but, of course, everyone likes to be appreciated."

"A suggestion--notice in annual report--i.e. total dollars contributed by members, etc.; total hours contributed by volunteers as a whole."

"My volunteer work is done for recognition as much as for personal gain and goodwill."

"...harder ones (questions) depend more on your attitude about volunteer work than on the type of work. Personally, I would like to see volunteer work substituted for hired help. There are jobs which are hard to assess, soothing a child in a doctor's waiting room,...these are, in my view, the perfect volunteer jobs, which should get full recognition, particularly by the paid staff...A plaque does not mean much if the employee at the same place looks down on the volunteer."

"Personal satisfaction from volunteer activities together with on-going thanks and acknowledgement of efforts are sufficient rewards. Parking and discounts are greatly appreciated. Efforts to obtain mileage deduction at the same rate as business driving would be great incentive for all volunteers."

"Why not volunteer for its own sake? I like to do my volunteer work, but I abhor gatherings of other volunteers because of the incessant backpatting."

"I did not start volunteering to get awards or recognition. I volunteer for fun--fun is my reward. A reward is also meeting new people and learning new things."

"Seems many of the things worthy of time, thoughts, and energy are approached only by volunteers who then try to give too much and then personally get in a slippery hole..."

Relating to Specific Techniques:

Award Certificate--
"May make other volunteers who were giving as much as they could feel less significant."

Gift Items--
"Free subscriptions of National Council newsletters would be ideal for all active or between assignment volunteers. It would keep tutors current on all points of interest and keep them interested in the organization."

Volunteer Job Enhancement--
"Autonomy is most meaningful to me."
"It's as responsible as it can be, since it's volunteer."

Additional Training--
"I feel we get this , if we're interested in learning new tasks."

Community Recognition--
"Sounds very conceited, but nice for a change."

On Corporate Recognition Techniques:

Articles for Newsletters or Bulletin Boards--
"For creating interest in the work only."
"It would depend on what I volunteered for."
"I don't like doodads like that."

Award Certificates--
"I'd rather have money."

Grant/Monetary Award to the Agency--
"Subsidize better equipment, aids."
"This would take precedent over all others."
"Takes totally away from volunteering."

Consideration in Job Promotion--
"Part of total balance of skills and interests."
"Not applicable."
"I am a trainer;...The company has no jurisdiction in my personal time. Volunteer time is just that. Company has no say in its quantity, quality...It defeats the volunteer side of it and my satisfaction in helping another without monetary gain or job jeopardy."

Consideration in Merit Raises--
"Everyone likes a challenge to improve."

Letter of Recognition--
"Especially for future job reference."

Release Time--

"I have a lot of work and company time well-filled... release time is vacations."

"I do not agree, in principle, with the ideas presented here. Unless a company were to formally subsidize community service or effort, I don't feel that it would be fair to non-volunteer personnel...Those not participating may not be able to do so. In regard to promotion, I think this action may be justified since the areas of skill acquisition, motivation, initiative, could have a bearing on an individual's candidacy for a new position."

Meeting with a Company Official--

"If it were to discuss pros and cons of the volunteer system with a desire to improve, "Very Important"; if just a social luncheon-polite-but not necessary."

APPENDIX E

RECOGNITION FOR VOLUNTEERS

Recognition is a pretty inadequate word for acknowledging the unmeasurable value of volunteer time and effort. Appreciation is better, for it implies gratefulness for the benefits, not just awareness of someone. Other verbs Webster suggests are to value, to enjoy, to esteem. I especially like "esteem," for that means "to hold in high regard and implies warm attachment or respect."

A study of mine years ago indicated that the volunteers who responded most enjoyed recognition when it meant full acceptance as partners with others in a joint enterprise, working together toward a shared goal. Since we know that clarity of goals influences human energy levels very much, then good recognition includes a realistic appraisal of the extent to which a particular volunteer contributes to our achievements. The sweetest words may well be "If it hadn't been for you, we never could have done it!"

When National Volunteer Week rolls around, how many volunteers feel really thanked? They are the ones whose dedication is reinforced frequently by others who are glad to see them coming, enjoy having them around, and are eager for the next time.

Of course we need different strokes for different folks. A private letter to a spouse or an employer - or for a college entrance application may be just the ticket. Others may feel best about getting a dignified certificate, which, incidentally, may be an important document for getting a paid job. Others may want their neighbors to see their name in the paper. The main thing is to know your folks and what would please them, and tell them as often as you can how much they are valued, enjoyed and esteemed!

Harriet H. Naylor
Volunteer Development
Administration for Public Services
Department of Health, Education,
and Welfare

INTRODUCTION

This Volunteer Recognition Packet has been developed by the Governor's Office of Volunteer Services (G.O.V.S.) to assist volunteer leaders and coordinators in the recognition of the efforts and accomplishments of their volunteers. Because volunteers serve without pay, the recognition of their services plays a significant role in their continued motivation.

Basically, there are two types of recognition, day-to-day and formal. The day-to-day types of recognition are on-going and include thanking, complimenting, and encouraging your volunteers each day. To some volunteers, this is the most important form of recognition. To others, the formal types of recognition; - the pins, the certificates, the parties and banquets - are the most important. Both methods of recognition should be considered, with the needs of your program and volunteers determining the proper mixture.

Although both approaches are important, they are just techniques. It is important that the volunteer feel and indeed be appreciated; that their efforts and their time are meaningfully expended; and that they are not taken for granted. Remembering to be sensitive to the needs of volunteers is an important, continuing process in any volunteer program.

This packet's focus is on the more formal methods of volunteer recognition. It is not meant to be an "end all", or a "magic pill", but to be a starting point for your imagination and resourcefulness. It contains suggestions on where to start, and sample materials. Expand and change them to fit your needs. Don't box yourself in, let yourself fly, the sky is the limit.

SUGGESTIONS FOR VOLUNTEER RECOGNITION

PERSONAL RECOGNITION

1. Smile
2. Put up a volunteer suggestion box
3. Ask for a report
4. Send birthday and holiday cards
5. Invite to staff meetings/training/ coffee breaks
6. Recognize and accommodate personal needs and problems
7. Be pleasant
8. Use in an emergency situation
9. Respect their wishes
10. Keep challenging them
11. Send a Thanksgiving Day card to the volunteer's family
12. Say "Good Morning"
13. Greet by name
14. Help develop self-confidence
15. Take time to explain carefully
16. Hold rap sessions
17. Give additional responsibility
18. Respect sensitivities
19. Enable to grow on the job
20. Enable to grow out of the job
21. Ask Client-patient to evaluate their work service
22. Say "Good Afternoon"
23. Honor their preferences
24. Enlist to train other volunteers
25. Take time to talk
26. Make good plans
27. Commend to supervisory staff
28. Admit to partnership with paid staff
29. Offer advocacy roles
30. Utilize as consultants
31. Write them thank you notes
32. Invite participation in planning
33. Nominate for volunteer awards
34. Carefully match volunteer with job
35. Say "Good Night"
36. Be a REAL person
37. Provide opportunities for conferences and evaluation
38. Promote a "Volunteer of the Month"
39. Letters of appreciation to employer
40. Say "we missed you"
41. Praise the sponsoring group or club
42. Promote staff smiles
43. Special awards for extraordinary achievements
44. Be familiar with details of assignments.
45. Say "Thank you"
46. Celebrate outstanding projects and achievements

PERSONAL RECOGNITION cont.

47. Take to lunch
48. Treat to a soda

ORGANIZATIONAL SUPPORT

1. Maintain safe working conditions
2. Invite participation in policy formulation and problem solving
3. Provide orientation and in-service training
4. Provide useful tools in good working condition
5. Provide scholarships to volunteer conferences or workshops
6. Make good plans
7. Create pleasant surroundings
8. Motivate agency VIP's to converse with volunteers
9. Reimburse assignment related expenses
10. Plan annual ceremonial occasions
11. Provide a babysitting or nurses service
12. Provide opportunties for advancement
13. Provide opportunities for change
14. Include volunteers in evaluations of programs
15. Provide employment references
16. Plan a "Recognition Edition" of the agency newsletter
17. Evaluate volunteers performance periodically
18. Accurately document volunteer's experience, time, training
19. Provide good working condisitons
20. Be clear on expectations
21. Provide good supervision
22. Provide accurate, current job descriptions
24. Create meaningful, needed volunteer opportunities
25. Provide a volunteer bulletin board
26. Develop policies for volunteer utilization
27. Solicit staff support in determining needs for volunteers
28. Train staff to work with volunteers

From Recognition Packet
MN Governor's Office on
Volunteer Services

SPECIAL EVENTS

1. Picnics
2. Dances
3. Roller skating parties
4. Special volunteer table in cafeteria
5. Excursions
6. Concerts
7. Special volunteer cakes
8. Fish fries
9. Movies
10. Ice cream parties
11. Wine and cheese tasting parties
12. Coffee and cake parties
13. Theater parties
14. Sports events
15. Informal teas

AWARDS

1. Pins
2. Tie Tacks
3. Certificates
4. Earings
5. Charms
6. Necklaces
7. Ribbons
8. Name tags
9. Pens
10. Paper weights
11. T-shirts
12. Flowers
13. Patches
14. Thank you photos
15. Discounted purchases
16. Service Stripes
17. Honor Roll in reception area
18. Color code name tags to indicate achievements or assignments

PUBLICITY

1. Newspapers- ads, photos, articles, interviews, news releases
2. Radio and TV- public service announcements, talk shows, special programs, news releases
3. Billboards
4. Motel and Bank signs
5. Posters
6. Balloons
7. Flags
8. Sandwich boards
9. Table tents
10. Photos taken at all getherings
11. Lobbies - displays, skits
12. Slide show
13. Comapny Newsletters
14. Your Newsletter
15. Church bulletins
16. Brochures
17. Bookmarks
18. Bulletin boards
19. Restaurant placemats
20. Sky writing
21. Photos
22. Sermons
23. Speaking at local meeting
24. Flyers
25. Send newsworthy information to the media

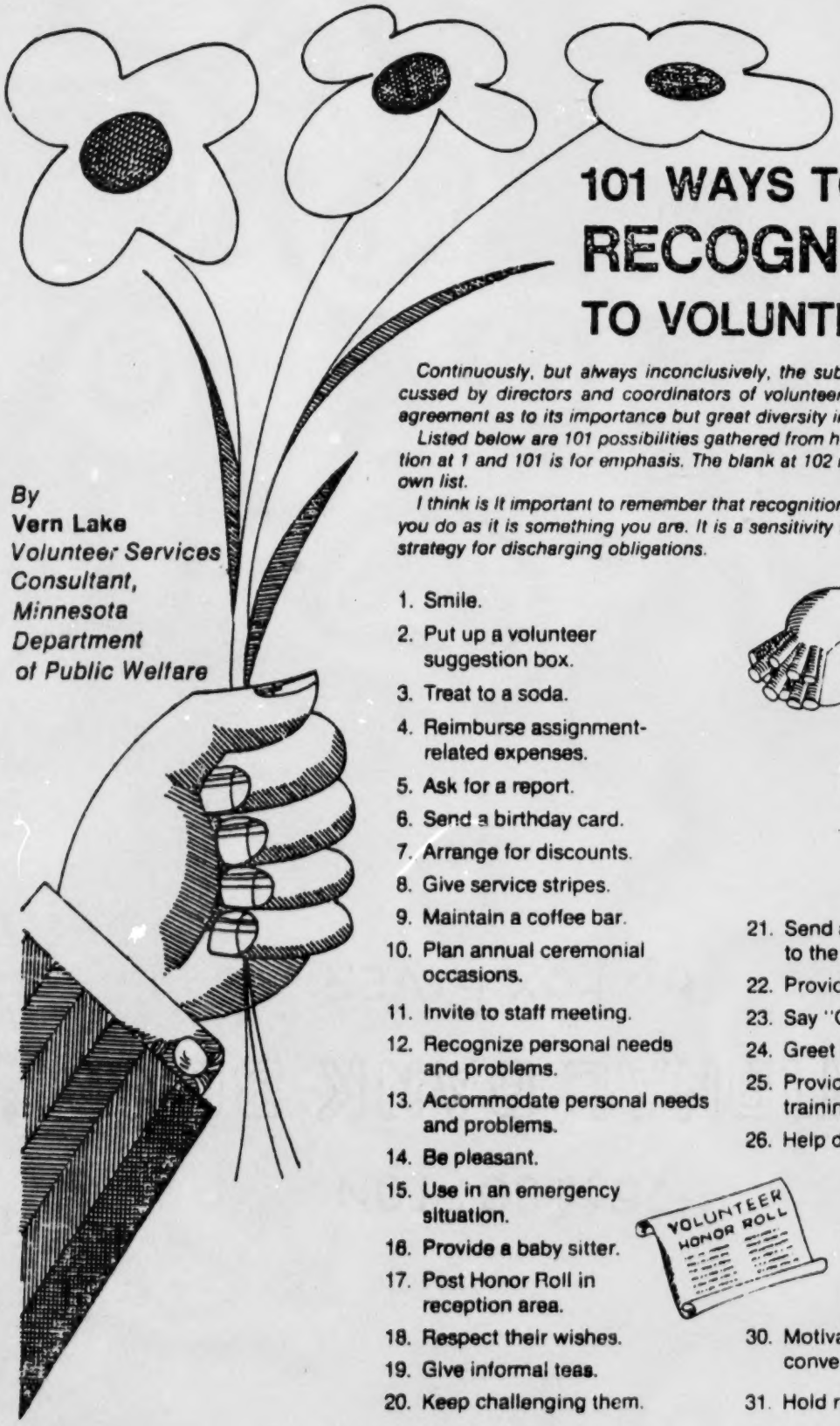
COMMUNITY INVOLVEMENT - OTHER

1. Arrange for Volunteer Recognition Proclamations
2. Involve clergy, business leaders, public officials, everyone in recognition events
3. Hold an agency open house
4. Organize a volunteer fair
5. Plan a parade
6. Award plaques to a sponsoring group
7. Have a public reception
8. Conduct a community-wide, cooperative, inter-agency recognition events

YOUR IDEAS

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

From Recognition Packet
MN Governor's Office on
Volunteer Services



101 WAYS TO GIVE RECOGNITION TO VOLUNTEERS

By
Vern Lake
Volunteer Services Consultant, Minnesota Department of Public Welfare

Continuously, but always inconclusively, the subject of recognition is discussed by directors and coordinators of volunteer programs. There is great agreement as to its importance but great diversity in its implementation.

Listed below are 101 possibilities gathered from hither and yon. The duplication at 1 and 101 is for emphasis. The blank at 102 is for the beginning of your own list.

I think is it important to remember that recognition is not so much something you do as it is something you are. It is a sensitivity to others as persons, not a strategy for discharging obligations.

1. Smile.
2. Put up a volunteer suggestion box.
3. Treat to a soda.
4. Reimburse assignment-related expenses.
5. Ask for a report.
6. Send a birthday card.
7. Arrange for discounts.
8. Give service stripes.
9. Maintain a coffee bar.
10. Plan annual ceremonial occasions.
11. Invite to staff meeting.
12. Recognize personal needs and problems.
13. Accommodate personal needs and problems.
14. Be pleasant.
15. Use in an emergency situation.
16. Provide a baby sitter.
17. Post Honor Roll in reception area.
18. Respect their wishes.
19. Give informal teas.
20. Keep challenging them.

21. Send a Thanksgiving Day card to the volunteer's family.
22. Provide a nursery.
23. Say "Good Morning."
24. Greet by name.
25. Provide good pre-service training.
26. Help develop self-confidence.

27. Award plaques to sponsoring group.
28. Take time to explain fully.
29. Be verbal.
30. Motivate agency VIP's to converse with them.
31. Hold rap sessions.

32. Give additional responsibility.
33. Afford participation in team planning.
34. Respect sensitivities.
35. Enable to grow on the job.
36. Enable to grow out of the job.
37. Send newsworthy information to the media.
38. Have wine and cheese tasting parties.
39. Ask client-patient to evaluate their work-service.
40. Say "Good Afternoon."
41. Honor their preferences.
42. Create pleasant surroundings.
43. Welcome to staff coffee breaks.
44. Enlist to train other volunteers.
45. Have a public reception.
46. Take time to talk.
47. Defend against hostile or negative staff.
48. Make good plans
49. Commend to supervisory staff.
50. Send a valentine.
51. Make thorough pre-arrangements.
52. Persuade "personnel" to equate volunteer experience with work experience.
53. Admit to partnership with paid staff.
54. Recommend to prospective employer.
55. Provide scholarships to volunteer conferences or workshops.
56. Offer advocacy roles.
57. Utilize as consultants.
58. Write them thank you notes.
59. Invite participation in policy formulation.
60. Surprise with coffee and cake.
61. Celebrate outstanding projects and achievements.
62. Nominate for volunteer awards.
63. Have a "Presidents Day" for new presidents of sponsoring groups.
64. Carefully match volunteer with job.
65. Praise them to their friends.
66. Provide substantive in-service training.
67. Provide useful tools in good working condition.
68. Say "Good Night."
69. Plan staff and volunteer social events.
70. Be a *real* person.
71. Rent billboard space for public laudation.
72. Accept their individuality.
73. Provide opportunities for conferences and evaluation.
74. Identify age groups.
75. Maintain meaningful file.
76. Send impromptu fun cards.
77. Plan occasional extravaganzas.
78. Instigate client planned surprises.
79. Utilize purchased newspaper space.
80. Promote a "Volunteer-of-the-Month" program.
81. Send letter of appreciation to employer.
82. Plan a "Recognition Edition" of the agency newsletter.
83. Color code name tags to indicate particular achievements (hours, years, unit, etc.).
84. Send commendatory letters to prominent public figures.
85. Say "we missed you."
86. Praise the sponsoring group or club.
87. Promote staff smiles.
88. Facilitate personal maturation.
89. Distinguish between groups and individuals in the group.
90. Maintain safe working conditions.
91. Adequately orientate.
92. Award special citations for extraordinary achievements.
93. Fully indoctrinate regarding the agency.
94. Send Christmas cards.
95. Be familiar with the details of assignments.
96. Conduct community-wide, cooperative, inter-agency recognition events.
97. Plan a theater party.
98. Attend a sports event.
99. Have a picnic.
100. Say "Thank You."
101. Smile

AGRICULTURE EXTENSION SERVICE
UNIVERSITY OF MINNESOTA--U.S. DEPARTMENT OF AGRICULTURE

Program Institute of Agriculture, Forestry, Home Economics,
St. Paul 55108

17 WAYS TO RECOGNIZE VOLUNTEERS*
(other than pins and certificates)

Recognition can take many forms other than the external pin or certificate which may be over-emphasized by professional staff. Recognition implies acknowledgment and appreciation of service and may be accomplished in a variety of ways. Many of the ways cited focus on building the esteem and self-worth of the individual.

1. Provide orientation and training for the volunteer. This alone says that the volunteer task is important and that the professional staff wants to help the volunteer succeed.

2. Responsibility given. Belief in the volunteer's ability and willingness to perform, and subsequent encouragement that "stretches" the volunteer in his or her growth and ability to take on additional responsibilities recognizes that he or she is a capable person and of worth to the agency.

3. Autonomy. Within the agency parameters and needs, the volunteer should be able to function as a self-directed individual.

4. Opportunity for creativity. The volunteer task should have "elbow room" in which the volunteer can apply his or her own individuality and creativity.

5. Significant things to do. The task should meet the needs of both the volunteer and the agency and be important.

6. Provide a job description which specifically states what is to be done, and the importance of the job to the cause.

7. The nature of the work itself.

8. Respect with which volunteers are treated. Don't put them down.

9. Give them status. A telephone, a desk, invitation to staff meetings, or an identification card or pin all add status to a volunteer position.

10. Keep the volunteer informed of what's happening.

11. Involve the volunteer in decision making.

12. Trust them. Don't constantly check up on them.

13. Make them feel part of the team.

APPENDIX F

M E M O R A N D U M

TO: All Employees

FROM: J. McKay

DATE: June 12, 1978

SUBJECT: AVON VOLUNTEER RECOGNITION

Avon is proud of the work so many of you are doing on your own time, to assist others - and of the part you have played in company fund drives and special programs such as "Project Live." As a good corporate citizen, we know that "Volunteering" is one way in which the individual can participate in building a better world. And, in this sense, we recognize that the generous spirit of our employees contributes not only to our success - but to our good image in the community.

We have therefore set aside June 28th as Avon Volunteer Day and planned a "Volunteer Recognition Party" to honor those employees whose efforts in behalf of others may be considered as "very special." This is where YOU come in.

In order to make our party a success, we need to know WHO is helping WHOM. So, between now and June 20th, we'd like those of you who have performed volunteer services for non-profit groups (whether in-company or on your own initiative) to let us know about your activities.

We realize you may be hesitant to talk about what you are doing...or feel it is not "important" enough...but we assure you it is! Those of us who have done volunteer work know that helping others is not an easy job. It takes tact - and patience - and lots of imagination! Our Volunteer Party will give Avon Volunteers a chance to share experiences and exchange ideas.

A form is attached so you can tell us about your volunteer work. The information you provide will help us to support the concept of volunteering, and encourage others to follow your example. In addition, an "Awards Committee" will review the information we receive - and select several employees for "special" citation at the party.

We want to invite all Avon employees who are (or have been) volunteers for legitimate non-profit groups to our party, because we have an important announcement to make that is of special interest to them. But, in order to plan for the party we have to know HOW MANY Avon volunteers will be coming. So, if you are a volunteer, please fill out the attached form and send it to the Community Affairs Department in a CONFIDENTIAL envelope, no later than June 20th.

As anyone knows who has tried to recruit a helping hand for a worthy cause, "A Good Volunteer is hard to find." Won't you help us find you - and share fellowship with us on June 28th?

Joe McKay

JAM:cc
Att:

cc: All Officers and Directors
M. Y. Boles
M. Worthing
H. Downie

M E M O R A N D U M

TO: ALL OFFICERS & DIRECTORS

FROM: Marcia Y. Boles

DATE: June 26, 1978

SUBJECT: VOLUNTEER RECOGNITION PARTY

As you know, we have planned a cocktail party in honor of Avon employee-volunteers, which will take place on June 28th, from 5 to 7 p.m. in the 28th Floor Reception Area.

In connection with this event, we recently asked Avon employees to let us hear from them concerning their volunteer activities, so we would be sure to invite every active volunteer to the party. We were extremely gratified (though not surprised) with the results. Over 80 Avon employees have written to tell us they are active in some form of volunteer service. These employees come from a wide variety of backgrounds, spanning all departments - many from your own.

We think it fitting, in order to properly recognize the good works of these employees, that Avon's Management be well represented at the party, and we would therefore very much appreciate your making an effort to attend. We will also be making a major announcement at the Reception - of interest to all employees - which we would like you to have communicated throughout your departments. It will therefore be advantageous for all departments to be represented on this occasion at the Officer and/or Director level.

At the party, we will be presenting Recognition Certificates to all employees who have performed volunteer services within the past year. In addition, certain employees, whose volunteer activities are considered "exceptional", will be presented with "special" awards.

As of this writing, responses are still coming in and the Awards Committee has not yet designated the "special" winners. Further, we intend to keep winners' names confidential for "surprise" announcement at the party. However, if any employees in your department have been nominated for special awards, we will advise you prior to the party.

Meanwhile, for your information, we are attaching a list of all employees who are being invited to the party as "honored volunteers" - and will be presented with Recognition Certificates.

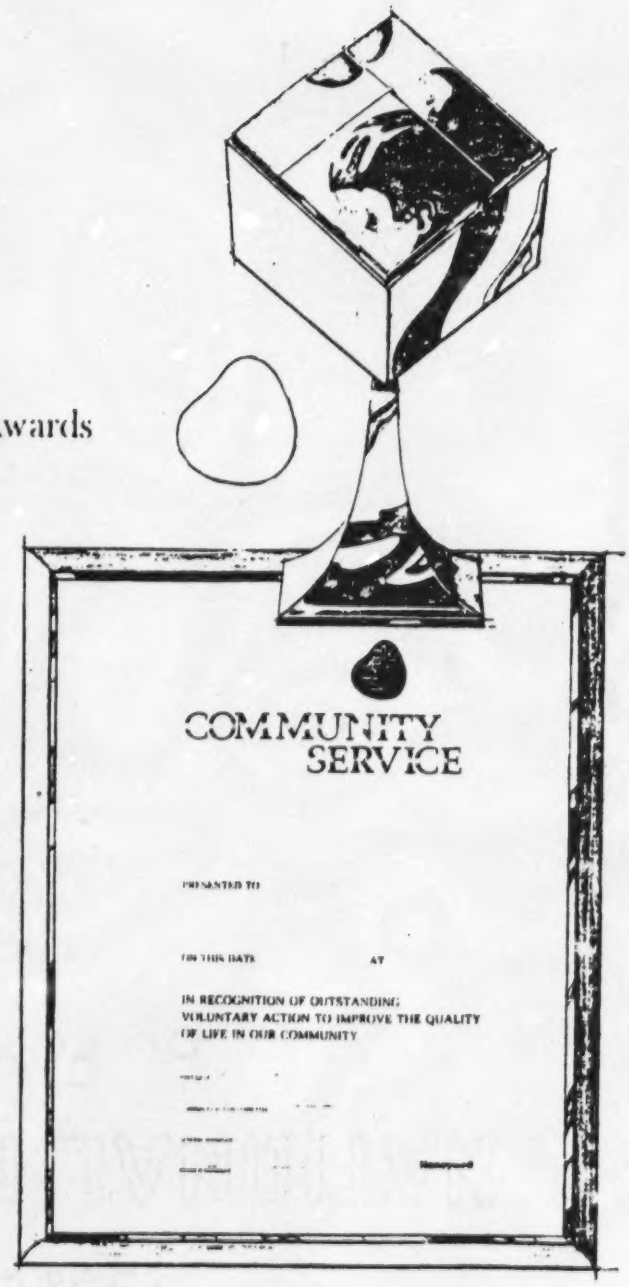
We expect this to be a fun evening - and hope you will make every effort to join us in a salute to some very special Avon people.

MYB

MYB/jc

cc: Joe McKay
Helen Downie
Joan Clark

Honeywell Community Service Awards



Many Honeywell employees are helping to improve the quality of life in America through their voluntary efforts in a variety of community activities. This unselfish service to others is one of the valuable contributions an individual can make to the community. Honeywell is concerned about the towns and cities where its employees live and work. To give greater attention to company participation in community activities, Honeywell has encouraged the formation of Community Action Committees in branch office locations. A major objective of the committees is to encourage voluntarism among employees.

In pursuit of this objective, Honeywell has established the Community Service Awards Program to recognize those special volunteers who, on their own and without pay or company sponsorship, have devoted many hours to worthwhile community projects. The company also hopes that the award will stimulate more interest in community service.

The Community Service Award is one of the most significant awards Honeywell can give employees. Individuals to be recognized receive a gold-plated photo prism engraved with the person's name. The award also includes a Community Service Award lapel pin, and a certificate of merit, signed by the president, the employee's divisional general manager, the branch manager and the chairman of the branch Community Action Committee.

Let's identify those employees who are doing outstanding voluntary work in the community and nominate them for the Honeywell Community Service Award. Entries may be submitted to your local branch Community Action Committee at any time.

McGRAW-HILL EMPLOYEE VOLUNTEER SUPPORT PROGRAM

Purpose of the Program

McGraw-Hill has been a leader in matching corporate funds to causes our employees support with their own money – in education, in public libraries, and in public broadcasting. Through the Employee Volunteer Support Program (EVSP) we are now extending that partnership approach to matching corporate funds to our employees' personal efforts for the good of the community.

McGraw-Hill is proud of the personal time our employees devote to helping their communities – and where possible will support your personal efforts with a grant of funds to the organization you are helping.

Who is Eligible to Apply for Grant?

If you work as a full-time permanent employee with McGraw-Hill or a subsidiary, and if you have a continuing involvement in a community organization that meets the criteria described here, you may apply for a grant for your organization.

A few examples of the type of employee voluntary involvement that would be eligible for a grant are as follows:

- Employee is an active unpaid member of any group devoted to delivery or improvement of social service. (e.g. Citizens Committee for Children)
- Employee acts as counselor for underprivileged children at a camp, day care center, Big Brothers, etc.
- Employee brings meals or provides transportation for elderly, tutors mentally retarded, teaches adults to read, works for a volunteer ambulance service or hospital auxiliary.
- Employee works for rehabilitation of drug addicts or records educational material for the blind.
- Employee works for betterment, beautification of the environment in the community.

Your own involvement in such activity must be substantial and ongoing. Service as an officer or advisor to a theatrical group putting on plays for inner city groups might well qualify you to seek an EVSP grant; simple membership in a musical or theatrical group which you join for your own enjoyment and relaxation would not qualify.

What Type of Organization is Eligible to Receive Grants?

Private and public community service organizations will be eligible to receive a grant. The type of organizations for which McGraw-Hill support is intended are those in which employees have a continuing involvement for projects and activities in social welfare, health, medicine, education, science, civic and cultural affairs.

Political or religious organizations and those ineligible to receive corporate contributions under state or Federal law are excluded as are groups already supported by McGraw-Hill's corporate contribution program.

What Kind of Project Should It Be?

We will support special projects that can be completed in a reasonable period of time, where results can be measured, and which will improve their effectiveness by volunteer activity.

Most community organizations are well geared to solicit operating funds or capital for new facilities. We would like to help in that overlooked middle ground where your personal involvement enables you to see an opportunity to improve results with funds for a special project.

For example:

Projects we have supported

An employee who is a big sister to a disadvantaged youngster requested support towards the purchase of a boat to offer river trips for both educational and recreational purposes.

An employee who volunteers as a rescue squad member requested funds for the purchase of a new ambulance.

An employee who is a volunteer treasurer for the Elks' Crippled Children's Committee asked support to purchase wheelchairs.

McGraw-Hill's Aid to Education program embraces a variety of scholarships and grants and is administered separately. Requests for funds for such activities should be addressed to _____ Corporate Public Affairs, New York. Employee Volunteer Support Program funds should not be sought for such purposes.

How Much Support Will McGraw-Hill Give?

We expect projects will run between $50-$1,000 but no specific upper limits for support have been set. An overall budget for the program will be established for each McGraw-Hill location. Approval for funding will depend on the nature of the project, the benefits it can provide, and such considerations as the availability and need for other sources of support.

Project Help Fund

WHO IS ELIGIBLE TO APPLY?
All Manufacturers Hanover employees who:

- work full time,
- work part time for a minimum of 20 hours per week,

  or
- are retirees,

and have a continuing volunteer involvement in a community organization that meets the criteria described here.

WHAT TYPE OF ORGANIZATION IS ELIGIBLE?
Private and public community service organizations involved in social welfare, health, education, civic and cultural activities are eligible to receive a grant. Political or religious organizations and those ineligible to receive corporate contributions under State and Federal law are excluded as are groups already supported by MHC's corporate contributions program.

WHAT TYPE OF PROJECT IS ELIGIBLE?
MHC would like to support special projects which will be made more effective by volunteer involvement and will be completed in a reasonable amount of time with measurable results. It is important to note that this grant is not intended to displace assistance normally expected to be available, such as funding from public sources, membership dues, or other regular donations.

HOW MUCH SUPPORT WILL MANUFACTURERS HANOVER GIVE?
Grants are expected to run between $50–$500 with the maximum award being set at $500. An annual budget will be established for the program. Approval for funding will depend on the nature of the project, the benefits it can provide, and such considerations as the availability and need for other sources of support.

HOW CAN AN EMPLOYEE APPLY?
The employee must complete a written application available from the Department of Public Responsibility, 16/270. Whenever possible, an IRS form 501-C3 or copy thereof indicating tax-exempt status of the organization should be attached. The application should be returned to the Department of Public Responsibility, 16/270. It will then be forwarded to the Project Help Committee for evaluation.

EVALUATION & APPROVAL OF APPLICATION
All applications will be reviewed throughout the fiscal year by the Project Help Committee, a Committee representing a cross-section of Manufacturers Hanover. The Committee will be responsible for determining whether requests meet the program guidelines and whether support can be given within budgetary limitation.

FOR FURTHER INFORMATION:
Do you have questions concerning the Project Help Fund? Are you interested in learning more about the Project Help Volunteer Program? Contact Gladys Waltemade, Volunteer Coordinator at 949-4738, 16/270.

We are looking forward to hearing from you.

Because
You Care...
We Care.

Manufacturers
Hanover